

## SANTA FE GENERAL PLAN UPDATE (draft)

The following document is a draft 5-year update of the city's 1999 General Plan. If you have any comments or questions about the Plan Update please contact Reed Liming, City Planning Division Director at 955-6610 or at the e-mail address: [rcliming@santafenm.gov](mailto:rcliming@santafenm.gov)

Thanks for your interest in Santa Fe's future.

# SANTA FE

## *General Plan Update*



DRAFT

September 2004

*2005 - 2025*

City of Santa Fe  
Planning and Land Use Department

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# *Introduction / Community Goals*

## **BACKGROUND**

This 5-year update of the Santa Fe General plan is intended to be a summary. It does not attempt to repeat the entirety of the 1999 General Plan. It also covers key subjects regarding Santa Fe's physical development and the services that accompany that development. This update provides overall direction for the city, especially during the next five years.

## **PUBLIC OPINION**

Santa Feans are most concerned about the water supply, according to a poll of 1,200 residents conducted by Research and Polling, Inc. in late 2003.

The following issues were cited by respondents when asked about the most important problems facing Santa Fe:

- |                           |       |
|---------------------------|-------|
| 1. Water Shortage         | (60%) |
| 2. Growth                 | (20%) |
| 3. Public Education       | (12%) |
| 4. Cost of Living/Housing | ( 8%) |
| 5. Traffic Congestion     | ( 5%) |

The city conducted a survey by mail in 1994 as a part of the 1999 General Plan preparation. At that time, the issues that concerned residents most included the following:

- |                              |       |
|------------------------------|-------|
| 1. Uncontrolled growth       | (21%) |
| 2. Loss of tradition/culture | (17%) |
| 3. Environmental degradation | (16%) |
| 4. Traffic congestion        | (14%) |
| 5. Quality of Education      | (14%) |

Common concerns exist between the 1994 survey and the 2003 poll. Growth is still an important concern among residents, especially as it relates to the city's water supply. Public education and traffic congestion are on both lists. However, it is clear that what has been brought into focus by the 2003 poll is that **water** – getting more of it and wisely using what we already have – is the overriding concern of residents. City leaders and officials are well aware of the importance of the water issue and that is why water supply projects



account for nearly half of all money to be spent in the city's proposed Capital Improvements Program through 2010 (see Chapter 13).

## **COMMUNITY GOALS**

The General Plan has 14 overall themes, or community goals, that reflect the results of the 1994 community survey. Each chapter contains at least one of these goals in the "Goals & Policies" section at the end of the chapter. The goals are not necessarily listed in order of priority.

- 1. AFFORDABLE HOUSING** – *Actively participate in the creation of affordable housing.*
- 2. QUALITY OF LIFE** – *Enhance the quality of life of the community and ensure the availability of community services for residents.*
- 3. TRANSPORTATION ALTERNATIVES** – *Reduce automobile dependence and dominance.*
- 4. ECONOMIC DIVERSITY** – *Develop and implement a comprehensive strategy to increase job opportunities, diversify the economy and promote arts and small businesses.*
- 5. SUSTAINABLE GROWTH** – *Ensure that development is sustainable and that growth, conservation, redevelopment and natural resource protection are balanced.*





6. **REGIONAL PERSPECTIVE** – *Maintain a regional growth management perspective and work with other private and governmental entities towards that goal.*
7. **WATER** – *Undertake comprehensive efforts to conserve water and ensure adequate supplies with growth.*
8. **CHARACTER** – *Maintain and respect Santa Fe's unique personality, sense of place and character.*
9. **URBAN FORM** – *Promote a compact urban form and encourage sensitive compatible infill development.*
10. **COMMUNITY-ORIENTED DOWNTOWN** – *Put community activities back into downtown.*
11. **COMMUNITY-ORIENTED DEVELOPMENT** – *Orient new development to the community; foster public life, vitality and community spirit.*
12. **MIXED USE** – *Provide a mix of land uses in all areas of the city.*
13. **REVIEW PROCESS** – *Streamline the planning and development review processes.*
14. **IMPLEMENTATION** – *Ensure consistency between the General Plan, implementing ordinances (including zoning and impact fees) and the Capital Improvements Program (CIP).*

## Planning Area Boundaries

The General Plan covers a geographical region known as the "Urban Area." The Urban Area includes the city and immediately surrounding land bounded by the city limits to the north, the Sangre de Cristo Mountains to the east, Interstate 25 to the south and state highway NM 599 (also known as "Veterans Memorial Highway" or "Santa Fe Relief Route") to the west/northwest. The Urban Area (approx. 45,000 acres; 70 square miles) includes land outside the city limits that should be considered for annexation and city services. Map 1 shows the Urban Area within the larger Santa Fe region.

## The Planning Process

The city's planning process is as varied and diversified as its citizenry. At different times over the past decades, the planning process has included citizen-based neighborhood and

community plans, consultant-based utility plans, and task force-based plans covering various topics. A General Plan should be just that – general in nature. Trying to cover, address or even mention every plan or process the city has in place would distract a general plan from its primary purpose of describing the overall direction of the city in the future.

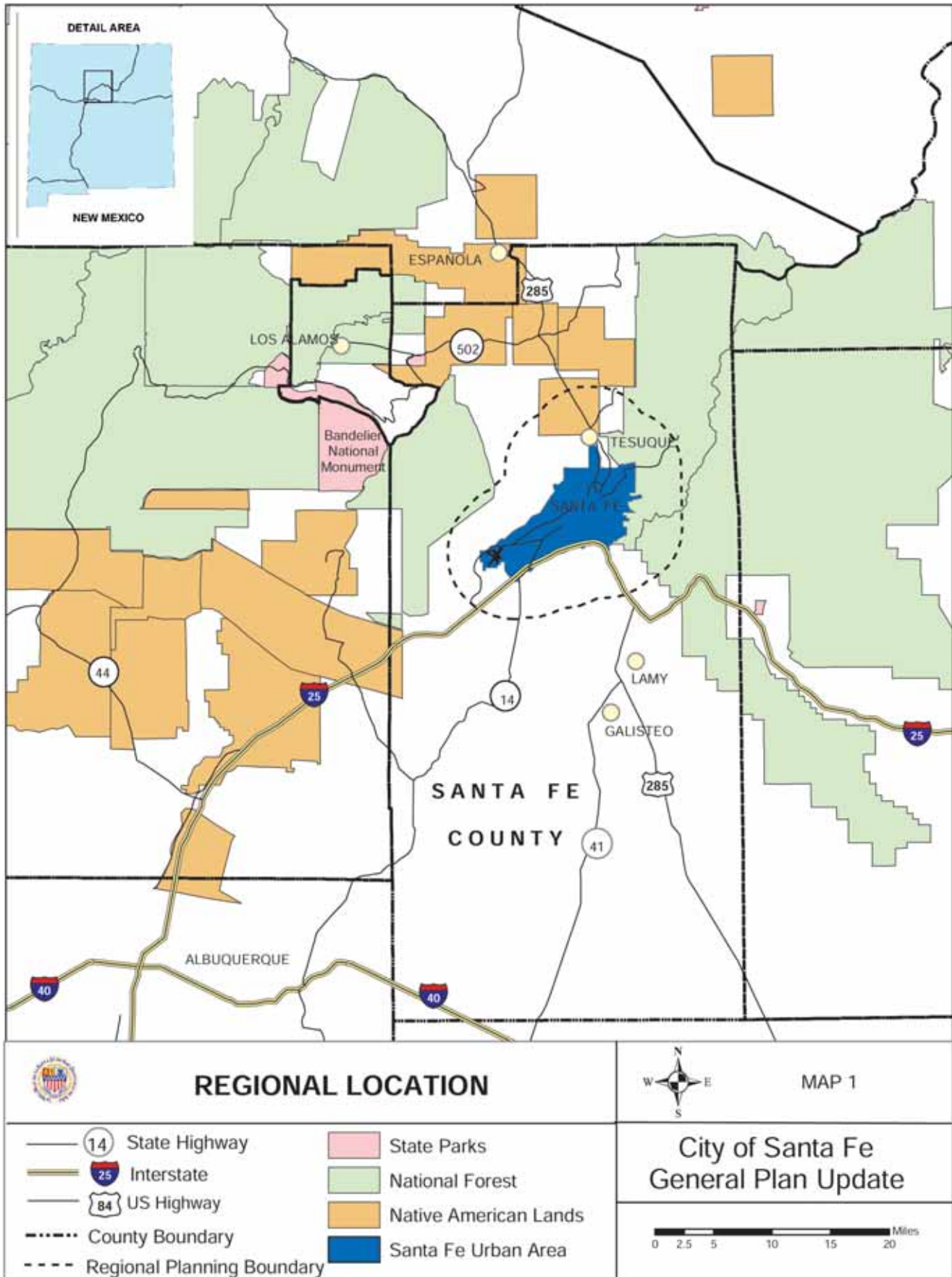
## Future Land Use Map

The Future Land Use Map shows great detail including 19 separate land use categories and individual parcels of land. So far, the city has determined that any applicant making a request that would change a land use from that shown on the map, regardless of parcel size, must first formally apply for an amendment to the Future Land Use Map.

The following are specific changes to the Future Land Use Map:

1. *Parcel lines are removed from the Future Land Use Map.*
2. *Land use proposals that affect less than ten acres are not required to apply for a General Plan Amendment.*
3. *The Urban Area boundary on the Future Land Use Map will be changed to follow the I-25, NM 599 and US 84/285 highways, with exception of the Airport and adjacent lands north to the Santa Fe River and east to NM 599, as well as continuing to include Santa Fe Center.*
4. *The land uses proposed in the Southwest Santa Fe Community Area Master Plan are included in the General Plan's Future Land Use Map.*
5. *"Mountain/Corridor" residential land use description is changed from (1 dwelling unit per 10+ acres) to (1 dwelling unit per 1 acre). This change more accurately reflects the conditions as they exist in the Mountain/Corridor areas.*
6. *Highway Corridor Plan - Land uses are added near I-25 and Cerrillos Road and near NM 599 and Airport Road.*
7. *Privately-owned and developed lands in northwest quadrant are shown.*





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# 1 - History / Preservation

## TOPICS

- The Preservation Movement
- Historic Buildings
- Historic Neighborhoods
- Potential Historic Districts
- Historic Downtown
- Archaeological Sites
- Historic Districts Ordinance Revision
- Goals & Policies

## BACKGROUND

Santa Fe was established as a provincial capital of New Spain in 1607, and officially named *La Villa Real de la Santa Fe de San Francisco de Asis*. The city was settled near the banks of the Santa Fe River as it flowed out of the nearby mountains, and was laid out according to the "Laws of the Indies", issued by Spain's King Philip II in 1573. The city's central downtown plaza and the layout of the surrounding streets reflect the King's decree.

After the Pueblo Revolt of 1680, it was left to Diego de Vargas and a military force to reclaim the settlement for the Spanish some twelve years later. Santa Fe soon settled into its role as a northern trading outpost and small provincial administrative center for the Spanish crown. Mexico's independence from Spain in 1821 had far-reaching effects for Santa Fe as trade was officially opened with the United States. The Santa Fe Trail was established between the city and Independence, Missouri. Trade turned into U.S. military occupation just 25 years later in 1846. After the war with Mexico, New Mexico became a territory of the United States in 1850 and was admitted as the 47<sup>th</sup> state of the union in 1912.

## The Preservation Movement

Even before New Mexico became a state, a strong grassroots movement began in Santa Fe to preserve native New Mexico architecture in the city and end the spread of "imported" architectural styles. The authors of the first City



Plan in 1912, the same year New Mexico gained statehood, recommended that the only building permits that should be issued were those reflecting the architecture of what was termed "Santa Fe Style."

By the late 1940s and early 1950s, preservation-minded citizens worked to put those recommendations into law. In 1957, Santa Fe adopted its first historic styles ordinance which also established the city's first historic district. Through amendments to this ordinance in 1983, separate districts were created and the city's Historic Design Review Board was established to review requests for demolition, alterations and new construction in these districts.

## Historic Buildings

As Santa Fe continues to grow to include more contemporary development, preservation of the historic sections of town become even more critical. The nearly half century of historic preservation law in the city has become part of the city government's daily functions. Some believe the historic preservation ordinances are too restrictive, while others believe that the city's historic district regulations do not go far enough. The city continues to try and achieve a balance between widely supported historic preservation and allowing property owners to make reasonable changes to their historic homes and properties.

- The city contains over 100 individually listed properties in the National Register of



Historic Places and State Register of Cultural Properties, Sites and Districts. In addition, four sites are listed as National Historic Landmarks:

- Palace of the Governors
- Santa Fe Plaza
- Barrio del Analco Historic District
- National Park Service Headquarters (on Old Santa Fe Trail)

The preservation of the listed buildings and historic areas are of local, state and national interest. The city works closely with state and federal agencies to provide appropriate maintenance and protection of these areas.

The city separates historic properties into “significant”, “contributing” and “non-contributing” categories based on the level of historic integrity of the property and its social importance in the history of Santa Fe. Sena Plaza, an old family hacienda, is an example of a significant historic site in downtown Santa Fe. City staff and the city’s Historic Design Review Board combine to review more than 600 cases annually where applicants request some modification to historic homes and buildings in the city’s historic districts. Building additions, wall or fence construction, and door or window replacement are common changes to historic buildings that the city reviews for historic integrity.

### Historic Neighborhoods

The city recognizes five historic districts that represent eras of common architectural or historic themes. These districts are shown on the Historic Districts and Landmarks map and include:

- Downtown and Eastside District
- Don Gaspar Area District
- Westside-Guadalupe District
- Historic Transition District
- Historic Review District

The Eastside, Don Gaspar Area and Westside Guadalupe districts represent thriving residential neighborhoods that are closely monitored. The Eastside District contains some of Santa Fe’s oldest and most physically intact neighborhoods. Old Santa Fe compounds are common in this area and street patterns are more irregular than in

other parts of town suggesting some of the oldest development patterns.

The Don Gaspar Area District, part of the larger South Capitol Neighborhood, reflects railroad era development in Santa Fe (1890-1930). The district contains the most diverse representation of unrelated architecture in the city, reflecting a unique blend of anglo-american forms with traditional Santa Fe design elements.

The Westside-Guadalupe District includes homes along Agua Fria Street, the original Camino Real, or royal highway that connected Santa Fe to Mexico City. This area was largely agricultural until the 1920s when an influx of population from rural northern New Mexico resulted in the subdivision of land, the construction of small, single-storey houses and the growth of many dense family compound properties.

### Historic Downtown

The centerpiece and showcase of Santa Fe is its downtown. Built around the centuries old Plaza and the adjoining Palace of the Governors, the oldest public building in the United States, downtown has been a magnet for visitors for over a century. Spanish Pueblo Revival architecture and the small town pedestrian-oriented atmosphere have captured the hearts and minds of people from around the world. The combination of architecture and history provide Santa Fe with a vibrant tourist economy.

It is the downtown’s uniqueness and popularity that have also created tension between those who wish to preserve it and those who see economic opportunity in new development or redevelopment of the city’s historic core. A downtown plan could help define what citizens, including business owners, envision for the area in the future.

### Potential Historic Districts

Aside from the existing historic districts, a number of neighborhoods are possible additions to the city’s list. The map at the end of this chapter shows those neighborhoods that are more than 50 years old and therefore may qualify for historic designation. These neighborhoods often reflect the second ring of residential development occurring outside Downtown. Neighborhoods

such as Don Diego, Casa Alegre and Kaune are eligible, or soon will be eligible for historic district status.

### Archaeological Sites

The city's preservation efforts are also geared toward identifying, cataloging and, where possible, preserving archaeological sites. In 1987, the city established archaeological review districts that require official reporting of archaeological discoveries as part of the land development review process.

The city works with the New Mexico Archaeological Records Management Section of the State's Historic Preservation Division to allow on-site inspections, recovery and cataloging of sites in Santa Fe. This can involve the excavation and removal of human remains for scientific analysis after which reburial occurs.

Prehistoric sites have been discovered in Downtown Santa Fe, along the Santa Fe River and along two historic entrances into the city – Agua Fria and Galisteo Streets as well as in the area along the Old Santa Fe Trail. These finds remind us that the Santa Fe area had a substantial pre-columbian history. There are currently 3 archaeological review districts located within the Santa Fe City limits: Historic Archaeological Review District, River and Trails Review District, and the Suburban Review District.

So far, most of the archaeological sites analyzed that pre-date the European settlement of Santa Fe fall into either the latter part of the Developmental Period (A.D. 600-1200), the Coalition Period (1200-1325) or the Classic Period (1325-1600). The Developmental Period includes the period of the Anasazi culture, a people who were ancestors of the pueblo culture. It is believed that the pueblos of the Anasazi were abandoned by 1425 due to environmental conditions. But by the time Spanish exploration occurred in the 1540s, the pueblo culture had been re-established.

### Historic Districts Ordinance Revision

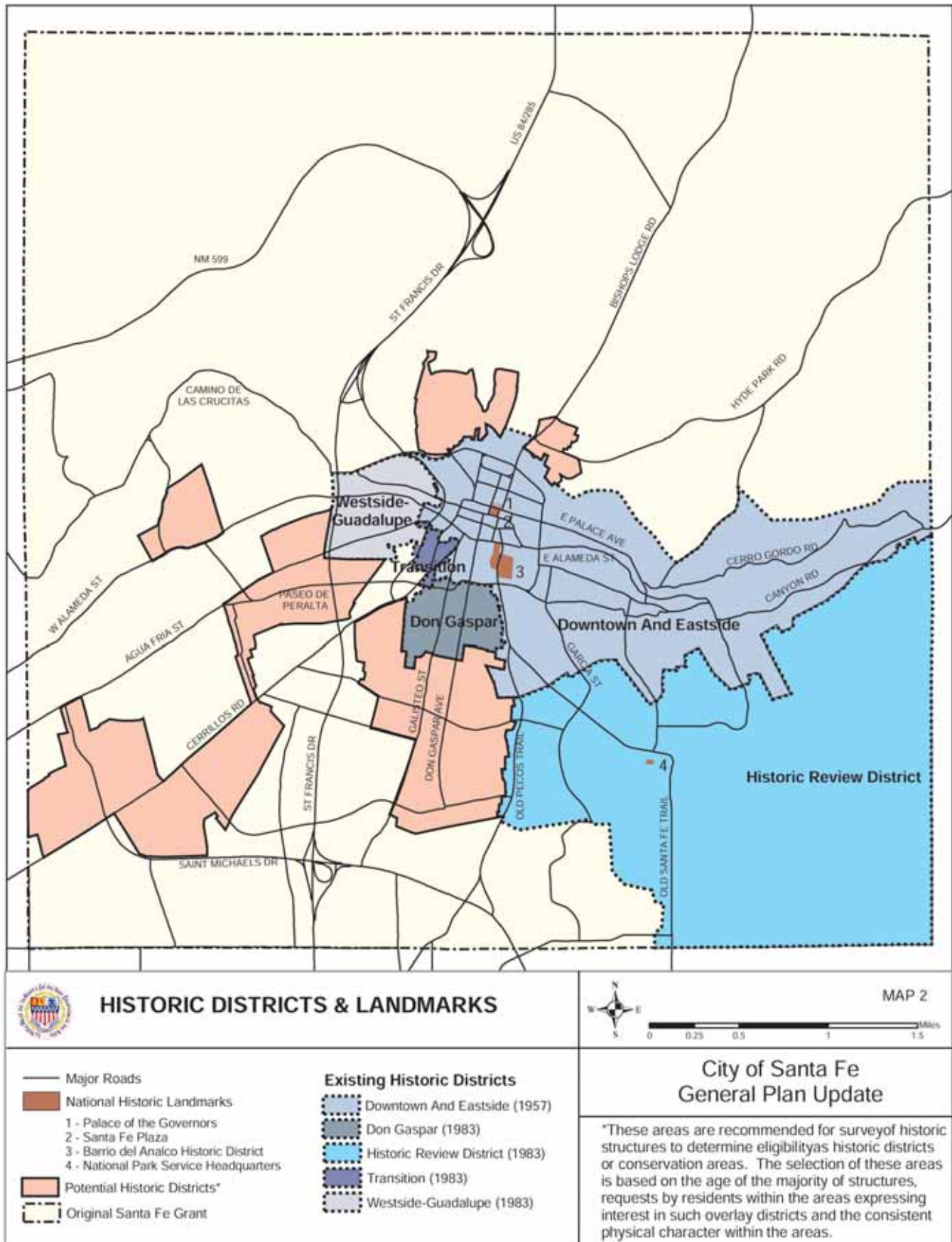
The city is revising its historic districts ordinance as part of an overall revision to its development standards. The thrust of the revision to the historic ordinance is to add clarity and efficiency to the historic design review process. More administrative authority over smaller projects within the city's historic districts may be instituted as part of the ordinance revisions. The city's historic design review staff processes over 600 individual applications, annually, for varying types of proposed changes to properties in the historic districts including fences, building additions, window and door replacement, etc. all of which are potentially subject to the historic districts ordinance. Nearly half of these applications are also reviewed by the city's Historic Design Review Board. The city hopes to achieve a balance between effective historic preservation and the efficient review and processing of property owner applications for changes to properties in the historic districts.

### Goals & Policies

**CHARACTER – *Maintain and respect Santa Fe's unique personality, sense of place and character.***

- Policy 1:** Educate the community about the existing historical, archaeological and cultural resources in the city.
- Policy 2:** Preserve and protect the historical built sections of the city.
- Policy 3:** Balance the need for historic preservation and that of property owners wishing to improve their property.
- Policy 4:** Identify new historic places that may qualify for the State Register of Cultural Properties and/or National Register of Historic Places.
- Policy 5:** Continue to survey and resurvey historic districts in the city to provide increased knowledge and information about historic districts and the buildings and homes within them.
- Policy 6:** Strengthen enforcement policies and procedures in the historic districts.





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## 2 - *Natural Setting*

### TOPICS

- Foothills, Slopes & Escarpments
- Groundwater & Surface Water
- Air Quality
- Vegetation
- Wildlife
- Geology & Seismic Activity
- Goals & Policies

### BACKGROUND

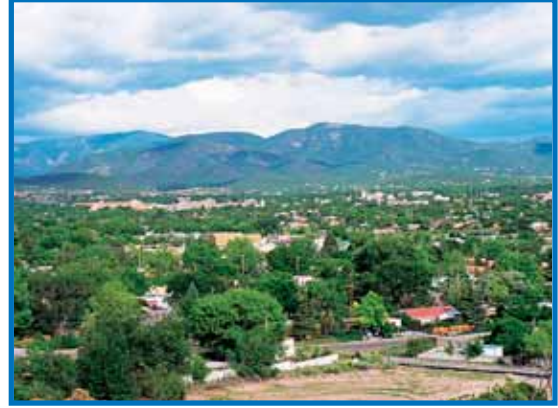
Santa Fe is located in a unique and beautiful natural setting which has inspired writers and artists for many decades. Sited on the western edge of the Sangre de Cristo Mountains, the city has a dry, sunny climate and only enough precipitation to support mostly pinon and juniper trees, some native grasses and wild flowers.

Water is this area's most precious resource. Sustainable development and the preservation and enhancement of the natural setting are of utmost importance to planning and the future of Santa Fe. The following paragraphs describe different elements of the local environment.

#### Foothills, Slopes & Escarpments

The hills to the north and southeast play a major role in defining Santa Fe's regional setting. Hills and mountains are visible from most locations in the city and are good elements for orientation. The foothills are home to many sensitive biological resources and the alteration of these natural slopes can impact drainage and increase runoff.

The arroyos (natural drainage areas) form an important part of the local ecosystem and they extend through the urban area from northeast to southwest. In urban and semi-developed areas, numerous wildlife species, such as coyote, skunk, and rabbit use these corridors to travel between remaining areas of native habitat. The sides of the arroyos also provide nesting and burrowing habitat for species such as coyote, badger, burrowing owl and rabbits.



The escarpment, ridges and foothills lying to the north and east of the city present grading, erosion and storm runoff management problems during and after development. Several escarpments or steep side slopes separate an alluvial plain of the Santa Fe River from the higher elevations and surround and define the historically populated areas of central Santa Fe.

#### Ground Water & Surface Water

Santa Fe receives its water supply from two sources: mountain runoff and the aquifer. In a wet year, forty percent of the city's water supply comes from snow, rain and runoff that is stored in reservoirs and the rest from the aquifer. Santa Fe is located in the desert and long periods without any rain or snow occur. Periods of drought affect the water supply dramatically and efforts are underway to conserve and control water use.

Over 20,000 acre-feet of rain water falls within Santa Fe city limits during an average year. That is nearly double the city's average annual water demand. This runoff can be used to support plants and trees, reduce potable water demand and recharge the overtaxed ground water supplies. Uncontrolled runoff causes erosion and maintenance problems in the millions of dollars.

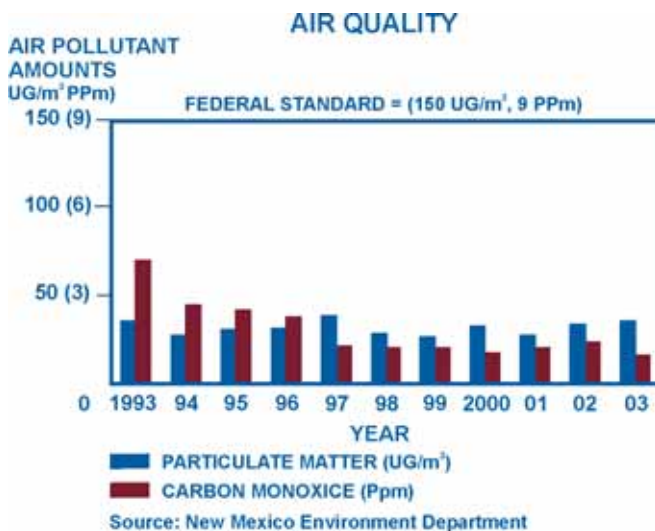
An arroyo is a dry watercourse which can turn into a torrent of flowing water after thunderstorms. Arroyos can be formed by severe run-off from overgrazing and other misuses and a subsequent lack of vegetative hold on the arid

landscape. By capturing runoff before it reaches the arroyos, the city hopes to prevent torrential flash flooding and restore the river and arroyo channels.

## Air Quality

The qualities of light and air in the Santa Fe area have drawn many here, and the environment is one of the top concerns of residents. The city enjoys good air quality that meets federal and state standards for monitored pollutants. As long as the state and federal standards are met, authority for additional controls and plans rests with the Santa Fe city or county governments.

In the urban area, air quality degradation is caused primarily by emissions from motor vehicles and, to a lesser degree, commercial and industrial development. Dust from dirt roads and smoke from wood burning fireplaces also contribute to air pollution. The county land development code sets a basic requirement that allows the Board of County Commissioners to determine if a development involving a commercial or mining use should be required to limit increases in air pollution.



## Vegetation

The Santa Fe area has a great variety of plant life due to a significant range of elevations. Elevations vary from approximately 5700 to over 7700 feet in the city's foothills on the eastside. From 5700 to 7300 feet, pinon and juniper woodlands generally

predominate. In the upper portion from about 6500 to 7300 feet, both juniper and pinon thrive along with limited amounts of oak brush. In recent years, pinons have been overrun by bark beetles that have thrived during the drought. In the lower portions from 5700 and 6500 feet the tall tree line thins out and is mostly comprised of junipers. Gramma grass is primarily associated with this woodland vegetation.

The Santa Fe area slopes gradually up to the foothills of the Sangre de Cristo Mountains and then steepens abruptly as it enters the mountain terrain. At this point, Tesuque Creek and the Santa Fe River cut into the mountains and it is here on the north facing slopes or those on the south side of a canyon, that the ponderosa pine forest predominates.

Above 7700 feet, south facing slopes contain ponderosa with some aspen. North facing slopes contain mixed conifers, particularly douglas and white fir.

Typical plant species occurring in the area are blue and black gramma grasses, Indian ricegrass, galleta, dropseed, bush and ring mulhy, sacaton, and broom snakeweed. Wildflowers in the area include zinnia, globe mallow, bush pestemon, purple aster, butterfly weed, and chamisa, with species such as melilotus and solidago in the riparian zone. Shrubs include the four wing saltbush, and sagebrush, broom dalea, yucca, and cholla cactus.

## Wildlife

Wildlife in the urban area includes species such as rabbit, coyote, whiptail lizard and bull snake. At least 357 species of vertebrate animals occur in the urban area: at least 48 species of reptiles and amphibians, 61 species of mammals, and 248 species of birds. Many of these species are migratory and are in the area only part of the year. Birds of prey, including hawks, eagles, falcons, and owls, receive special legal protection.

Prairie Dogs are common in the Santa Fe area. These animals are known for their extensive underground networks of tunnels and have been viewed locally as both a nuisance and worthy of protection. In 2001, the city adopted a prairie dog re-location ordinance. Rather than killing these



animals, the city and private land developers are required to trap prairie dogs and release them in locations away from urban development. The city releases many prairie dogs west of the municipal airport.

### Geology & Seismic Activity

Santa Fe is at the southern end of the Alamosa-Santa Fe segment of the Rio Grande Rift, a series of north trending-trending basins extending from Colorado through New Mexico. The urban area is situated near the Espanola Basin, bounded on the west and northwest by the Jemez volcanic field, and on the east by the Sangre de Cristo Mountains. To the south the Espanola Basin is connected with the Albuquerque Basin by way of the White Rock Channel.

The Espanola Basin was formed by the geologic actions of the Rio Grande Rift Valley. As the valley deepened, large amounts of sediments were deposited of sand and cobbles, that account for many of the geologic substrates in the area.

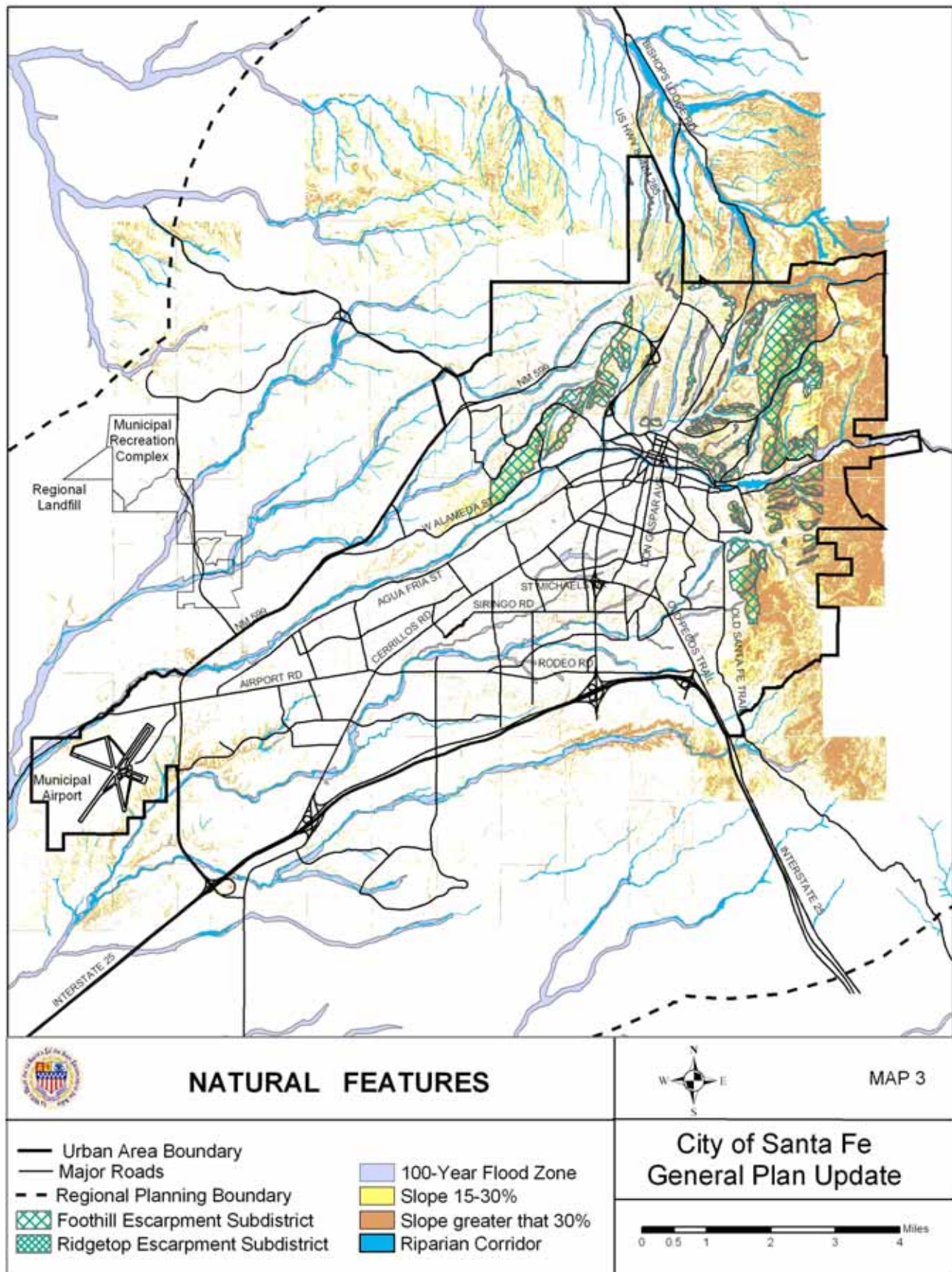
Since 1849, over 600 earthquakes have been reported in New Mexico, primarily along the Rio Grande Valley. The largest recorded earthquake in the general vicinity of Santa Fe, the 1918 Cerrillos earthquake, estimated at between 4.5 and 5.5 on the Richter scale, was epicentered fifteen miles south of Santa Fe. The most recent significant earthquake occurred in 1955, three miles from Santa Fe with a magnitude of 4.0.

The Santa Fe fault zone boundary, extends north-south through the western part of the city. Since existing and future development is susceptible to earthquakes, the city enforces the 1991 Uniform Building Code Standards; the 1997 Uniform Building Code contains more updated standards for building construction to mitigate the impacts of seismic activity.

### Goals & Policies

**SUSTAINABLE GROWTH – Ensure that development is sustainable and that growth, conservation redevelopment and natural resource protection are balanced.**

- Policy 1:** Protect visual open space, hillsides and ridge tops.
- Policy 2:** Protect, enhance and restore environmental and biological resources, including the Santa Fe River and habitats that are sensitive or declining within the Santa Fe urban area.
- Policy 3:** Minimize the direct loss and/or modification of riparian and wildlife habitat, corridors and wetlands within the Santa Fe area.
- Policy 4:** Undertake measures to maintain and improve the relatively pristine air quality in Santa Fe.
- Policy 5:** Protect, preserve and restore natural and cultural landscapes and open space landmarks.
- Policy 6:** Encourage land use and transportation patterns that promote use of alternatives to the automobile for transportation, including bicycling, bus transit and carpooling.
- Policy 7:** Undertake comprehensive efforts to conserve water and ensure adequate supplies with growth.
- Policy 8:** Protect all animal species, especially those that are native to Santa Fe and New Mexico.



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## 3 - Urban Design / City Character

### TOPICS

- Residential Design & Character
- Downtown Design & Character
- Corridor Redevelopment
- Employment Centers
- Neighborhood Centers
- Railyard
- Goals & Policies

### BACKGROUND

Santa Fe is a city of contrasts, with many small, unique public spaces and narrow winding roads that contrast with the automobile age city of today, with its large buildings and wide streets. The original layout and formation of Santa Fe encouraged a walkable and pedestrian environment. The older sections of Santa Fe contain building and design features and ideas that can be successfully utilized and integrated in newly developing areas. Acknowledging the rich architectural history and styles of Santa Fe and creating areas sensitive to the needs of pedestrians, bicyclists and mass transit is encouraged with all new development.

### Residential Design & Character

The traditional pattern of residential design in Santa Fe consisted of adobe buildings lining narrow streets that were built with no front yard on the street. Residences were often built around a central patio or placita. In the southwestern desert climate the placita offered privacy and refuge from the dust and noise of the streets and formed the nucleus of family activity. Remnants of this development pattern can be found in areas settled during the colonial period, such as the Canyon Road neighborhood and the area surrounding the Plaza; Sena Plaza is a good example of this design.

Larger scale planned areas were laid out surrounding the Plaza and Fort Marcy military headquarters during the Territorial Period. While the typical housing type from this era is a



detached single-family home, many other neighborhoods integrated single-family and multi-family, small-lot and compound development. Multifamily developments in these areas tend to be small in scale. Eastern settlers to Santa Fe introduced residential front yards. The increased distance between buildings and the streets provided ample space for street trees, which were introduced during this period. The Don Gaspar Avenue and East Palace Avenue areas typify residential development during this period.

While the city had small “subdivisions” in the early 1900’s, such as those in the South Capitol area, larger subdivisions did not occur until after World War II. The neighborhoods built in the 1950s and 1960s maintained some architectural characteristics of the traditional neighborhoods. However, residential development from this era was quite different and reflected a much more structured approach to the layout of lots and detached homes in neighborhoods like Casa Solana.

This new pattern of development was also a product of the prevailing land use and zoning requirements of the time; for example, the 1946 City General Plan in a requirement not typical of the city’s historical development and character, required generous yards with 25 feet front setback for a typical 6000 square foot lot.





Today, existing concern over high housing prices has led this plan to call for greater single family residential densities. Smaller lot sizes in the 4,000-6,000 square foot range and smaller block sizes with narrower streets are encouraged. Wider streets, often found in the post-world War II subdivisions allowed, and even encouraged, greater automobile speeds through neighborhoods, used precious land and discouraged a more pedestrian-oriented atmosphere.

#### **Downtown Design & Character**

Downtown Santa Fe, and especially the plaza, remains the heart and soul of the city. Ringed by Paseo de Peralta, and approximately 300 acres in area, downtown contains the remnants of 17<sup>th</sup> century Santa Fe including the Plaza, the Palace of the Governors and Barrio de Analco. Hotels, restaurants, art galleries, small shops and small-scale offices are common north of the Santa Fe River and its adjoining Alameda. The State Capitol, state office buildings and the city rail yard dominate the land uses south of the river. There is a sentiment among many in Santa Fe to return the Plaza area to a more locally-serving commercial core to balance its current tourist orientation.

Downtown Santa Fe is characterized by a tightly knit street network and brown stucco buildings that reflect a mix in height from one to two storeys with a few large hotels and several government office buildings exceeding two storeys. Canyon Road is a few blocks from the Plaza and has been a famous location for artists for nearly a century. A long quaint row of galleries, restaurants and small shops, Canyon Road snakes through the heart of historic neighborhoods and is a primary attraction for visitors.

There are a few locations in the downtown that have been redeveloped or are being considered for redevelopment. The old Woolworth's building on the Plaza was recently rebuilt as a galeria of small shops. The Archdiocese of Santa Fe is in the formative stages of proposing a redevelopment plan for land adjoining St. Francis Cathedral and generally bounded by Paseo de Peralta, Alameda, Cathedral Place and Palace Avenue. The redevelopment plan would include the La Villa

Rivera state office building (old St. Vincent's Hospital) on the corner of Palace and Paseo de Peralta and will also include the St. Francis School at the corner of Paseo de Peralta and Alameda. Much of the site is now an expansive parking lot. The redevelopment plan has the potential to include housing – an important need in downtown Santa Fe.

Redevelopment and renewal of portions of downtown Santa Fe must be balanced with a respect for the historic nature of the surrounding building mass, height and architecture of existing development. A strong emphasis on streetscape and architectural step-backs of additional storeys should be key design elements in any redevelopment in downtown Santa Fe.

#### **Corridor Redevelopment**

Almost all commercial development on Cerrillos Road south of Paseo de Peralta and along St. Michaels is less than 40 years old. The development pattern of commercial activity along these streets is no accident; as far back as 1946, the city's General Plan sought to extend almost all new commercial development south of the city on either side of Cerrillos Road. The 1983 General Plan calls for commercial districts "along major city corridors where commercial uses have been established within a corridor 600 feet from the streets."

Most hotels outside of downtown, as well as large retail stores and the city's largest indoor shopping mall are found in a continuous four mile stretch along Cerrillos Road, a divided six-lane arterial, connecting downtown to Interstate 25. The street is dominated by signs and buildings largely separated from the street by parking lots. While common in other cities, in Santa Fe, this character stands in sharp contrast to the traditional pattern of buildings and mix of uses, short blocks, and streets lined with portals, in Downtown and along Canyon Road.

Cerrillos Road, and to a lesser extent St. Michael's Drive, is often referred to as the least attractive part of Santa Fe. There are three primary problems with the existing urban design and land use along these roads:

1. The often underutilized parking areas are an inefficient use of land;
2. The streetscape is not as beautiful or enjoyable as it could be; greater landscaping is needed.
3. The almost exclusive automobile orientation of the commercial developments along these roads discourages pedestrians, bicyclists and greater communal activity.

These commercial corridors provide the focus of this plan's efforts to encourage additional development that contains a mix of uses, including residential uses. There is an opportunity to better utilize parking areas with some infill uses, especially retail uses that are constructed near the road and create greater land utilization.

A mix of commercial and residential uses along these corridors could change the rhythm of the street to one where businesses and live/work units are built along the streets and where parking areas are located in the back or the middle of a lot. This also creates a livelier street for pedestrians while allowing a greater use of land.

Landscaping is a very important part of any re-development project and can help define and create greater livability especially in a high desert location like Santa Fe. Walkways with well landscaped edges can direct customers safely into retail and commercial settings. Landscaping with trees along the street edge can soften the development mass and create a more pleasant and natural setting. Trees planted along these major thoroughfares are vital to creating a desirable urban environment.

The General Plan recommends a mixed use overlay or new zoning district be adopted along Cerrillos Road and St. Michael's Drive as well as major shopping destinations such as Villa Linda Mall, De Vargas Mall, etc. These areas would be available for additional development that could mix residential and commercial space. Flexibility of use and building types will be key to attracting additional development to these areas.

## Employment Centers

To sustain economic development, there will be an increasing need for new office space, both in free standing office buildings within existing commercial areas and in new business parks. Sites that can accommodate flexible office space and research and development facilities will be needed in order to diversify the local economy.

The Future Land Use map provides about 230 acres of undeveloped land for office development. Additional office space is provided downtown, in neighborhood centers and in business parks. Offices are also permitted in community commercial areas where new office uses may be located.

Large-scale office development as well as research and development should be encouraged to locate in business park areas. Professional and administrative offices should be encouraged to locate in or near neighborhood centers. Future industrial uses that are not compatible with residential land uses should have land reserved to them. The city should set aside areas near the airport for industrial uses. Meanwhile, certain older industrial areas, such as the Siler Road area, should be allowed a mix of new uses and development types to allow for redevelopment.

## Neighborhood Centers

This plan reintroduces the neighborhood center concept, especially in newly developing areas. These small scale commercial areas were common in traditional Santa Fe and were the focal point of established neighborhoods. The neighborhood center should be built around a small park or plaza. The center provides for a mix of residential, shopping and service uses; easily accessible to neighborhood residents, transit riders, pedestrians and bicyclists. The centers should be served by transit.

Neighborhood Centers include the following design characteristics:

- Pedestrian scale:
  - site, 5-10 acres;
  - maximum size of tenant spaces 15,000-20,000 square feet;



- maximum building height of 2 floors; 15 feet per storey.

- Buildings are designed for a variety of neighborhood-serving commercial uses and small offices;
- Stores, offices and residences are oriented to the street and sidewalk, often built with no setback at street level, but containing small outdoor public spaces;
- Small park or paved plaza on the interior and/or adjoining the site;
- Well-defined transit and trail connections;
- On-street parking to minimize amount of off-street parking needed.

This plan encourages the development of neighborhood centers as gathering spots serving future neighborhoods and easily accessed by pedestrians, bicyclists, buses as well as cars.

### Railyard

The first train pulled into Santa Fe's railyard on February 9, 1880. Today, the city-owned 50-acre site includes the original train depots and other buildings of historic value.

A railyard master plan was completed in 2002, after a 1997 community planning process. The master plan calls for a 10-acre park as well as a multi-modal transit center. The master plan also envisions an entrada, plaza, mixed-use and live-work units focused primarily on the 38-acre northern portion of the railyard.

## Goals & Policies

### COMMUNITY-ORIENTED DEVELOPMENT – *Orient new development to the community; foster public life, vitality and community spirit.*

**Policy 1:** Improve the community orientation of new residential developments.

**Policy 2:** Ensure that development standards in the city code do not result in disincentives for more frequent local streets in new developments.

**Policy 3:** Provide development standards that permit the compound form of development in all Low and Medium Density Residential districts, subject to density ranges.

**Policy 4:** Create Mixed Use zoning categories that allow, or require, a greater range of uses in existing developed areas and newly developing areas.

### COMMUNITY-ORIENTED DOWNTOWN – *Put community activities back into downtown.*

**Policy 1:** Allow and encourage residential uses on second and upper floors for all downtown development and new and existing commercial development.

**Policy 2:** Consider formation of a program that will allow local serving businesses to remain downtown.

**Policy 3:** Identify selected locations in the Downtown for zoning as community-oriented retail, distributed to provide reasonable access to residents and office workers.

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## *4 - Land Use / Growth Management*

### TOPICS

- Growth & Water
- Urban Area Staging
- Compact Urban Form
- Infill
- Developing Areas
- Urban Reserves
- Regional Planning
- Southwest Santa Fe Community Plan
- Highway Corridor Plan
- Jobs/Housing Balance
- Goals & Policies

### BACKGROUND

Santa Fe began as a 25 square-mile land grant from the King of Spain nearly 400 years ago. The city was able to grow within its grant boundaries for 350 years until the 1959 annexation and subsequent development of the Bellamah neighborhood.

Santa Fe grew at a steady pace from the 1960s through the 1990s, adding an average of 5,000-6,000 new residents per decade and, in the process, changing from what was once a small town into a city. Meanwhile, the area just outside the city grew at a rapid rate during the 1980s and 1990s. Between 1980 and 2000 the city absorbed just 50% of all population growth and 70% of all housing growth within the urban area.

Growth within the urban area during the past 20 years also dramatically increased the number of residents and households connected to what would become the city water system. As unusually dry years were experienced in 1996, 2000 and 2002, it became clear that the city's water supply had not kept pace with the growth. New city laws were put in place that created mandatory water conservation and, beginning in 2002, required replacement of high water use toilets in existing homes and businesses as part of allowing new residential and commercial construction.

### Growth & Water

Growth and water will continue to be important issues in Santa Fe. The Future Land Use Map (available separately) considers how the urban area



may grow and the densities at which land could develop. However, any discussion of growth in Santa Fe must consider limitations that the area's water supply may create for the future growth of Santa Fe. The city's water system currently serves approximately 76,000 residents and its supply can vary between 10,000 and 13,500 acre feet per year, depending on how much water is captured by city reservoirs from the Sangre de Cristo Mountains.

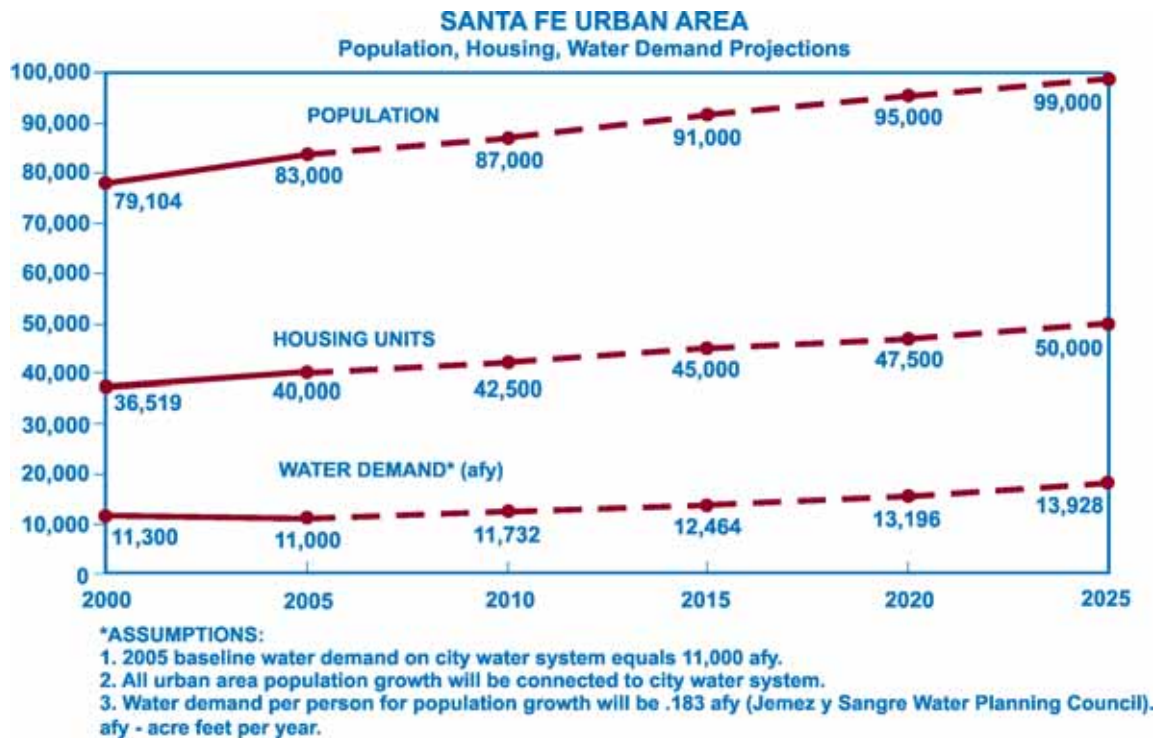
The city has taken a two-pronged approach to future growth and water demand – at the master plan level, new proposed large developments will need to provide and transfer to the city the water necessary to serve the development. Meanwhile, at the building permit level, new construction must replace older, higher water use toilets in existing homes and businesses throughout the city. This means saving the same amount of water that the new construction will need. As a result, net increase in water demand from the city's water supply is minimized.

Urban area population, housing and water demand growth projections through 2025 are shown in the graph on the following page.

The Plan defines “growth management” in three basic ways when considering new development and growth of the city:

1. **Location** - where growth or new development should occur.





2. **Scale and Intensity** – size, density and massing of growth.
3. **Rate or Phasing** – how fast new development occurs.

The city's Future Land Use map addresses two of these issues by identifying 1. locations and, 2. land uses and densities for new development.

### Urban Area Staging

The phasing or staging of new development is recommended (Map 4) based on those areas that can most reasonably be served with city utilities from 2005-2010 (Stage 1) and those areas that are not anticipated being served until at least 2010 or later (Stage 2). The staging is based on anticipated water supply constraints, the location of existing development, existing water lines and the ability to provide affordable housing.

### Staging Priorities

**Stage 1 Infill & Developing Areas** – New land use approvals and extension of utilities based on retrofitting requirements at time of construction should be focused in this area through 2010. By 2010, water supply may constrain new subdivisions within the Infill and Developing Areas even with the completion of the San

Juan Chama diversion project along the Rio Grande. The city may need to require all new subdivisions in these areas to provide additional water rights and supply prior to granting final development approvals. Land within this staging area can provide enough housing for 10-15 years, assuming adequate water supply.

**Stage 2 Urban Reserves (with Water Rights and Water Supply)** - Urban Reserves and that portion of Greater Agua Fria between the river and NM 599 contain land for growth that may be needed at or near the build-out of Stage 1. It is anticipated that private land development proposals in these areas may have to provide water rights and supplies separate and distinct from the city-leased San Juan/Chama water rights.

### Compact Urban Form

Santa Fe's oldest sections of town were built prior to the automobile age and reflect a more efficient use of land, including higher housing densities and smaller, more accessible commercial areas than modern, post World War II era development has created. Compact urban form provides a number

of advantages including greater sense of community, more efficient use of city utilities and less land needed for new growth.

The city and county contain adequate amounts of large lot developments for those who choose to live in less densely developed areas. The Plan encourages future developments that contain greater residential density and affordability. This means encouraging the development of smaller lots and smaller homes.

### Infill

Some growth will occur on small pockets of vacant land surrounded by existing development and located next to existing utilities and roads – this type of growth is often called “infill” and recent examples include subdivisions such as El Camarico, Ridgeview, Villa de la Paz and Villas La Cañada. While infill development will represent a small percentage of the city’s growth, infill often attracts the most public attention because of its nearness to existing neighborhoods and the change that it represents.

The Plan identifies specific infill sites and recommends land uses for the sites. Infill sites should develop at somewhat higher densities than surrounding existing development to make the most efficient use of existing utility lines, roads and parks. The following locations are specific infill sites identified by the Future Land Use Map:

- San Mateo and Galisteo Streets (southwest corner),
- Old Pecos Trail (west side of OPT and north and south of Zia),
- Zia Road (north and south sides of Zia, just west of St. Francis Drive – includes redevelopment of pumice plant site).

The following table identifies locations of existing and potential development within the urban area and provides estimates of housing units and population that could be added. The figures represent what is remaining to complete or “build-out” the locations.

### Developing Areas

Most of the urban area’s growth from 2005-2010 will occur in “Developing Areas” that are defined by large tracts of vacant land currently under construction. Tierra Contenta, Santa Fe Estates and Monte Sereno represent large developing lands located in the city. These master planned developments contain land for an additional 5,300 housing units, with the Tierra Contenta master plan accounting for 4,300 of those units.

## Santa Fe Urban Area Residential Development

<b>Development Location</b>	<b>Housing Units 2005 to Build-Out</b>	<b>Population Added</b>
<b>Infill</b> (sites & subdivisions)	<b>500</b>	<b>1,000</b>
<b>Developing Areas</b>		
Tierra Contenta	4,300	8,600
South West Santa Fe Area	3,200	6,400
Santa Fe Estates	700	1,400
Monte Sereno (Tano)	300	600
<b>Sub-total</b>	<b>9,000</b>	<b>18,000</b>
<b>Urban Reserves</b>		
Las Soleras (S. of Villa Linda Mall)	2,500	5,000
Northwest Quadrant	2,000	4,000
South of Tierra Contenta	500	1,000
<b>Sub-total</b>	<b>5,000</b>	<b>10,000</b>
<b>URBAN AREA TOTAL</b>	<b>14,000</b>	<b>28,000</b>



## Urban Reserves

Urban Reserves are large tracts of vacant land that could provide future growth should the city need them and have adequate water supply for them.

- *Las Soleras* – Located between Villa Linda Mall and I-25, the area contains over 700 acres of vacant land that is planned for as many as 2,500 housing units. A Future Land Use map amendment approved in 2003 calls for a master plan with a variety of land uses and a road system aimed at creating a self-sufficient urban community complete with a broad spectrum of housing types and densities, public parks, large and small scale retail uses, offices and business parks. The first phase of development is expected between 2005-2010.
- *Northwest Quadrant* – This area contains 2,800 acres of mostly vacant land. The City owns 2,500 acres, the Santa Fe School District owns nearly 200 acres and privately-owned land and private utility easements account for about 100 acres. Previous land use plans for this area proposed at least 2,000 housing units. The city is considering the development of approximately 700 homes, many in the affordable range, on a portion of the Northwest Quadrant.
- *South of Tierra Contenta* – This area contains over 500 acres of vacant land and could provide additional urban development in the future. However, it is not scheduled for development until after 2010.

## Protection Areas

The Land Policy Map (Map 5) shows major areas designated for greater care in development due to either difficult terrain, as in the foothill and mountainous lands to the east, or along the highways that form the urban area boundaries to the south and west. The foothills and highway corridors are primary areas scheduled for protection in the future. The city/county Highway Corridor Plan (1999) specifies land uses, design standards and development setbacks for land adjoining Interstate 25 and New Mexico 599.

## Regional Planning

The growth of the city and Urban Area represent just a part of the growth picture in Santa Fe. Greater Santa Fe includes several communities outside the urban area, but within ten miles of downtown. Eldorado, La Cienega, Las Campanas, Tesuque, and the newly developing Community

College District emerging just south of I-25 represent 25,000 of the 104,000 residents that comprised metropolitan Santa Fe, according to Census 2000.

The city/county Regional Planning Authority (RPA) adopted a regional land use and growth management plan in August 2004. The plan sets out priority growth areas outside the city based on five principles including: *affordable housing, water, infrastructure and services, character and employment and economic development*. Land uses established in the regional plan for the unincorporated urban area are consistent with the land uses shown for that area in the city's Future Land Use map.

## Southwest Santa Fe Community Plan

This community-based area land use plan (2002) was a combined effort of city and county planners and was a result of over 60 neighborhood meetings involving over 100 residents and landowners of the southwest area. The area received nearly half of all urban area growth from 1990-2000. Mobile homes comprise over half of the existing housing in the master plan area.

The plan includes over 5,100 acres of land in the urban area and proposes land uses and road and trail improvements in the greater Agua Fria Area. Specific planning for the Agua Fria Traditional Historic Community was not part of this plan. Approximately 40% of the master plan land area is vacant and represented by scattered tracts of vacant land. The master plan area is anticipated to add 3,400 housing units at build-out. While much of the Southwest Santa Fe Community planning area includes unincorporated land outside city limits, nearly 80% of the existing homes in the unincorporated area are served by city water and sewer lines.

This plan recommends that most, if not all, of the master plan's unincorporated area be annexed into the city. The Southwest Santa Fe planning area represents overlapping city and county jurisdictions and service provision. The future land use plan for the Southwest Santa Fe Area Master Plan has been included as part of the Future Land Use Map.

## Highway Corridor Plan

The city and county collaborated on the *Santa Fe Metro Area Highway Corridor Plan*, adopted by the city in 1999. The plan addresses lands along I-

25 and NM 599 by recommending general land uses along the highways. Design standards are recommended for new development within the corridors. The plan also sets out required and desired building setbacks from highway rights-of-way are also established. Required setbacks vary from 130 feet to as much as 350 feet.

### **Jobs/Housing Balance**

As the city and urban area grow it is important to maintain a balance between new residential development and new commercial development and to ensure that adequate amounts of land for each are set aside or designated. The Future Land Use Map has been developed with a jobs-to-housing unit balance, or ratio, of 1.4–1.6 jobs per housing unit. In 2000, the urban area contained an estimated 54,000 jobs and 36,579 housing units for a 1.48 jobs-to-housing unit ratio.

Studies have shown that this ratio or range is present in many communities that have a healthy local economy. The ratio does not account for the prevailing wage of jobs, nor does it address the prevailing cost of housing in a community. However, it is useful for land use and transportation planning. The city's Consolidated Plan addresses in detail the need for greater affordability of housing and higher wage jobs. The jobs/housing ratio was applied in the land use and transportation planning for the urban reserve area (Las Soleras) located south of Villa Linda Mall to determine the number of acres needed for non-residential land based on the anticipated density and residential build-out of the master plan.

The Santa Fe urban area has been adding 1.32 jobs per new housing unit since 1996, based on building permit data. Specifically, 4,812 new housing units and building area for an estimated 6,364 new jobs have been added from 1996-2003. This ratio falls just below the 1.4-1.6 jobs-per-housing unit target range and suggests that a slightly greater amount of non-residential development is needed proportionate to new residential development. (Job creation based on building permits includes the following assumptions for each economic sector per 10,000 square feet of floor area: Office/Service, 30 new jobs; Retail, 20 new jobs; warehouse and industrial, 10 new jobs.)

### **Goals & Policies**

#### **URBAN FORM - *Promote a compact urban form and encourage sensitive/compatible infill development.***

**Policy 1:** Concentrate population at greater densities in developing areas and future growth areas to achieve more efficient and cost-effective use of city infrastructure.

**Policy 2:** Promote a balance between residential and employment based development to achieve self sufficiency within future growth areas.

#### **Mixed Use – *Provide a mix of land uses in all areas of the city.***

**Policy 3:** Promote mixed use development in future growth areas, infill sites and in the redevelopment of older areas. This includes mixed use within the same tract of land as well as within the same building.

**Policy 4:** Promote a mix of housing types within new developments to provide a range of housing choice thereby serving various income levels within the same neighborhood.

#### **Regional Perspective – *Maintain a regional growth management perspective and work with other private and governmental entities towards that goal.***

**Policy 5:** Annex land within the urban area designated for, or already connected to city utilities.

**Policy 6:** Work with the county to provide detailed regional planning in the areas of land use, utilities, open space and transportation.

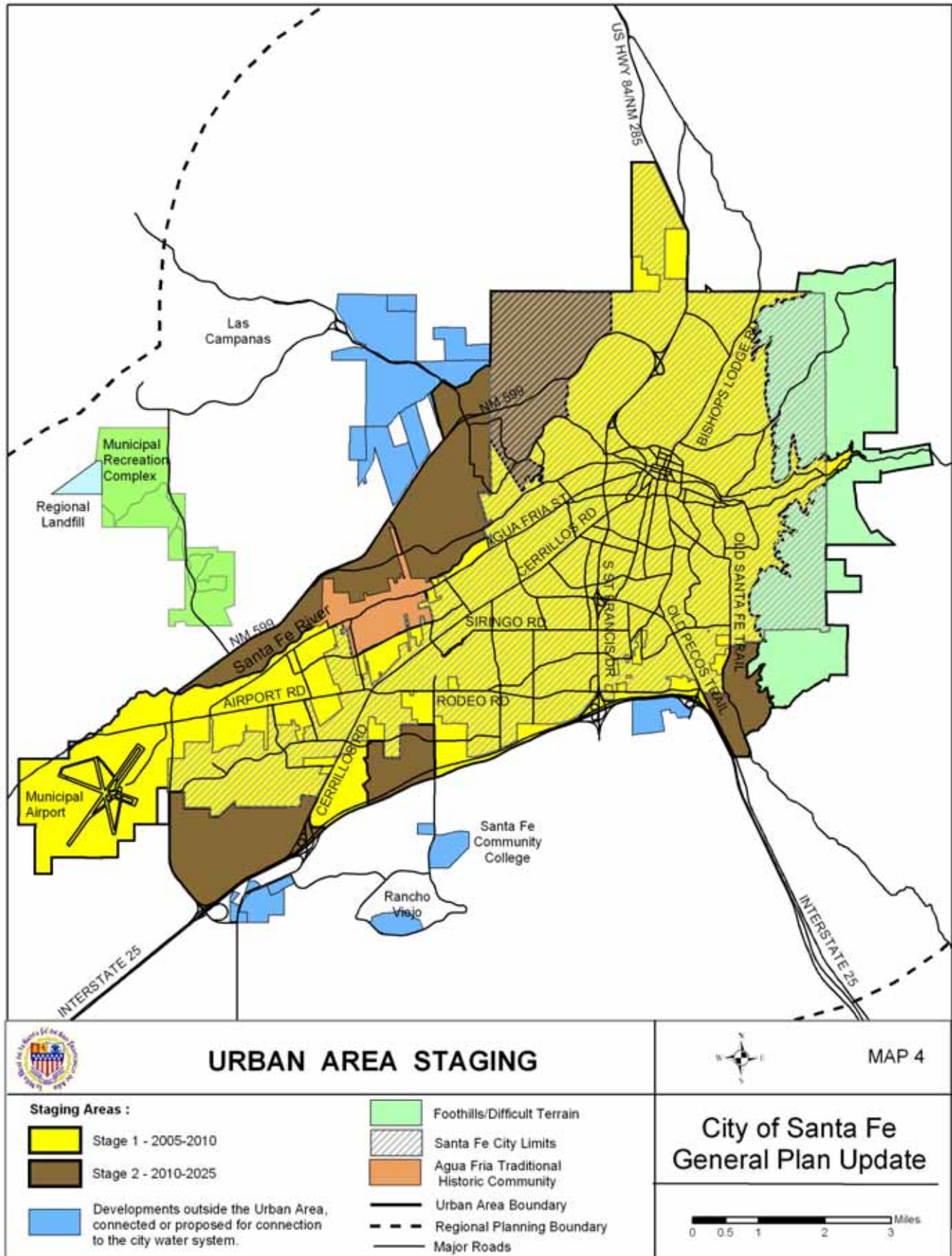
#### **Sustainable Growth – *Ensure that development is sustainable and that growth, conservation, redevelopment and natural resource protection are balanced.***

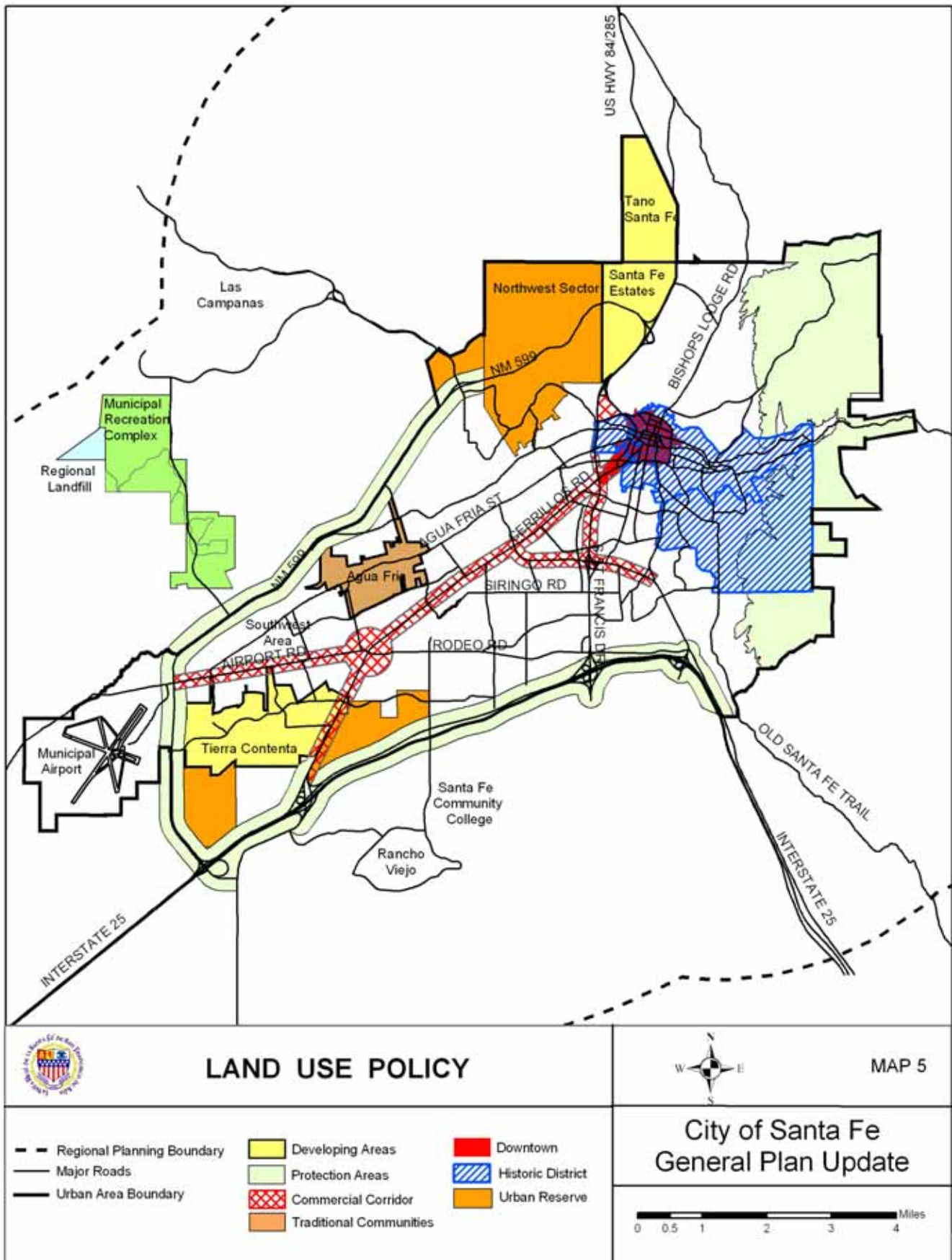
**Policy 7:** Recognize water demand as a critical factor in calculating and determining appropriate annual growth rates.

**Policy 8:** Monitor existing water rights and water supply in calculating appropriate annual growth.

**Policy 9:** Review the water budget ordinance annually and revise it, as necessary, to reflect changes in water supply and demand.













## 5 - Water Supply / Utilities

### TOPICS

- Water Supply & Demand
- Community Conservation
- Water Supply Management
- Water System Improvements
- Wastewater
- Wastewater Improvements
- Wastewater Reuse
- Solid Waste
- Storm Water Management
- Gas & Electric Utilities
- Wind & Solar Energy
- Goals & Policies

### BACKGROUND

The city operates water and sewer systems and coordinates efforts with Santa Fe County to manage a regional solid waste landfill. Santa Fe acquired its water system from Public Service Company of New Mexico (PNM) in 1995. The water system currently serves approximately 76,000 people, with 10,000-12,000 of those residents living outside the city limits. The city's wastewater system serves an estimated 70,000 residents. The wastewater treatment plant, built in 1963, is located just north of the Municipal Airport. The city/county regional landfill opened in 1995 and is located 8 miles west of downtown and adjacent to the 1200 acre Municipal Recreation Complex (MRC). Finally, other utilities serving Santa Fe include:

- Electricity & Natural Gas - Public Service Company of New Mexico (PNM)
- Cable & Internet – Several cable companies operate in the Santa Fe area providing a variety of cable and internet services.

### Water Supply & Demand

The most important utility issue for Santa Fe and most communities in the western United States is the water supply. Santa Fe, located at nearly 7,000 feet in elevation, averages just 10"-14" of rainfall per year. Water supply is a recurring, if not



constant, issue for city leaders. The city has three primary sources of supply: The city well field, Buckman well field and city reservoirs. While the two well fields tap into the aquifer below Santa Fe, the reservoirs capture surface water draining from the Sangre de Cristo Mountains on the eastern edge of the city. The following table provides information about the city's water supply sources:

#### Santa Fe Water Supply Sources

Source	Type	Facilities	Water Supply (afy) Production* / Rights**	
City Wells	groundwater	9 wells	2,572	3,507
Buckman Wells	groundwater	13 wells	5,294	10,000
Rio Grande(SJC)	surface	diversion plant	U/C	5,605
Reservoirs	surface	2 reservoirs; 1 well	3,752	5,040
		TOTAL	11,618	

afy – Acre feet per year; approximately 326,000 gallons of water equals one acre foot.

\* Average of annual water supply production by source from 1996-2003.

\*\* Water production will not necessarily be as great as permitted rights, thus no total is provided. SJC water rights are currently used to offset the pumping effects of the Buckman well field.

SJC – San Juan Chama water rights are currently contracted by the city and the county and will be used to divert water from the Rio Grande.

U/C – Under Construction; Completion scheduled for 2008.

The three supply sources provided water in the following percentages from 1996-2003: City Wells (22%), Reservoirs (34%) and Buckman Wells (44%). The city can be greatly affected by dry years because at least 1/3 of the city's water supply is dependent on annual precipitation in the mountains and resulting reservoir levels.

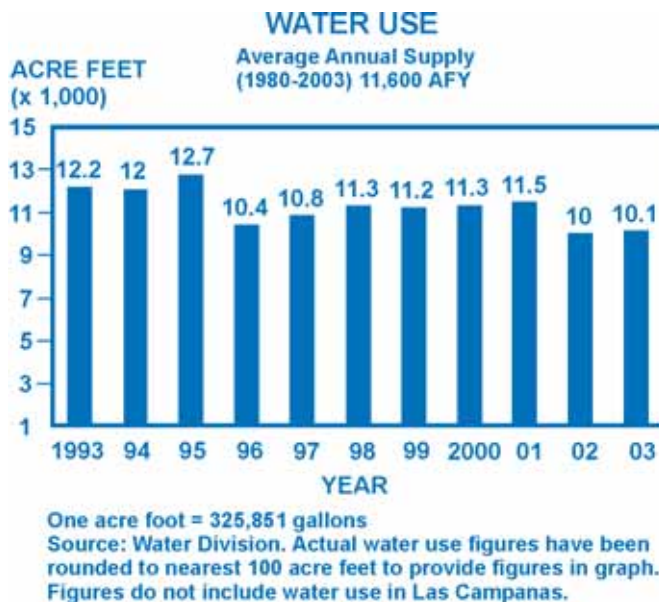


A 4<sup>th</sup> and very important source of water supply not yet available is the direct water diversion from the Rio Grande. The city will use water rights from the San Juan–Chama (SJC) project in the northern part of the New Mexico to release stored SJC water into and then draw water from the Rio Grande near Buckman.

## Community Conservation

Since 1996, the Santa Fe area has experienced dry years that have impacted water supplies, particularly the city reservoirs. Residents have responded to city water conservation efforts by reducing outdoor watering and replacing older indoor water fixtures with more efficient ones.

This has resulted in an impressive fact: while population increased, the city's overall water demand decreased. Since the record high of 12,700 acre feet of water use in 1995, the city used less in recent years – nearly 3,000 acre feet less in 2002, or a decline of 23% in total water demand. During that same time the population using the water system increased by 10%, adding 7,000 new residents.



The community can achieve greater sustainability by using the following conservation methods at home and at work:

- **Retrofitting** – Replacing of older indoor fixtures, especially toilets and shower heads, with low flow fixtures.

- **Xeriscaping** – Landscaping outdoor areas with native grasses and plants that require less water to survive.
- **Water Harvesting** – This includes using rain barrels under down spouts or canales to collect water for outdoor irrigation needs. This can also include the use of cisterns for collection and storage of rain water, or gray water, for outdoor irrigation.

## Water Supply Management

The combination of the city's water supply management and the conservation efforts of the community will be critical to Santa Fe's future sustainability. The city's water management methods could include:

- **Conjunctive Use** – Using surface water supplies from the Rio Grande diversion and reservoirs in wet years allowing aquifers to rest; then, relying on groundwater, as needed, during dry years.
- **Water Reuse and Recycling** – Approximately 60% of the city's water demand is returned in the form of wastewater to the city's treatment plant near the airport. Some of the treated effluent is currently used for irrigation. The city is evaluating the best future use for treated effluent, including returning the effluent to the Rio Grande to increase the amount of water available to divert. Maximizing the use of the city's treated effluent means a more efficient use of potable water.
- **Aquifer Storage and Recovery (ASR)** – This method is based on the principle of pumping some surface water or effluent into the aquifer during wet years and withdrawing it at a later date.
- **Regional Water Banking** – This method involves the city and other local governments establishing an account of funds for the purchase or lease of transferable water rights from landowners who are interested in leasing or selling their rights. The water rights transfers could be done either permanently or on a term basis.

These efforts have also led to discussion about the amount of new growth and its increased water demand on the city's water system. City residents

have expressed the concern that the water they are working hard to conserve not be allocated to unrestrained growth. The city's initial approach is contained in the water budget ordinance adopted in 2002 and described in the Land Use/Growth Management section.

### Water System Improvements

The timely and regular maintenance and replacement of water lines is an important issue that can sometimes get lost in all of the attention to the city's water supply. Santa Fe has a number of areas throughout the city that contain old, deteriorating water lines. While new water supplies are important, conserving and protecting the water we do have by eliminating leaks and line breaks through preventive maintenance becomes even more important. The city is engaged in annual leak detection surveys.

The city is also upgrading the water treatment plant to meet increasingly stringent EPA standards while maintaining original production capacity. Work includes recently completed filter rehabilitation and future plans for a new clarifier process.

The water system contains over 473 miles of water pipes and 17 pressure zones and 13 pump stations. These facilities require regular maintenance and periodic replacement. According to the city's water CIP master plan (Boyle, 2003), necessary line replacement could cost \$65,000,000 in current dollars over the next 20-25 years, or as much as \$3,000,000 per year. The CIP Plan states that immediate line replacement will cost \$1,000,000 and line replacement needed over the next 5-10 years will cost \$3,000,000.

The management of Santa Fe's water supply will become more important in the future, as additional supplies become more difficult to engineer or finance. Along with minimizing leaks in the water system, a key to managing our limited water supplies will be our use of treated wastewater, also referred to as treated effluent.

### Wastewater

The city's wastewater system has been extended and developed over the years based on extensions that can be served by gravity flow piping to the

wastewater treatment plant. This includes most of the land within the city limits as well as areas outside the city. The wastewater collection system includes over 300 miles of sewer lines maintained by the city. The system contains some lift stations, private and public, that are used in areas where gravity flow cannot be achieved.

The city discourages on-site septic treatment systems to minimize the potential for soil and groundwater contamination. In addition, the city attempts to extend sewer to developments that are connected, or scheduled for connection, to the city water system. This allows the city to maximize its capture of the water that flows through the water system. This may be important for future considerations of return flow credits.

The concept of return flow credits is based on the premise that for every gallon of treated effluent the city returns to the Rio Grande, an equal amount of water may be diverted by the city. While the details of return flow credits remain to be specified with the Office of the New Mexico State Engineer, maximizing the amount of effluent the city can produce certainly helps to reduce the amount of potable water the city needs for activities such as golf course and park irrigation.

The wastewater plant has treated an annual average of 6.2-7.0 million gallons per day during the past ten years. The plant's current capacity is 8.5 million gallons per day with capacity to treat instantaneous peaks of 12-13 million gallons.





## Wastewater Improvements

The city began funding a sewer line replacement program in 1988 to plan, design and build improvements and replace old sewer lines that are failing. Since the mid 1990s, the city has been able to spend about \$1,000,000 annually on sewer line rehabilitation and replacement. The city built a \$3,000,000 sewer line extension along the Arroyo de los Chamisos to relieve the sewer mains along Rodeo Road. Most of the line maintenance and replacement during the next few years is scheduled for the downtown and older adjoining neighborhoods. A plan to upgrade the wastewater treatment plant through 2010 could cost \$20,000,000 to improve sludge thickening, final clarifier and on-site sludge composting.

## Wastewater Reuse

The city's Treated Effluent Management Plan TEMP (1996) studied and considered alternatives for the long term reuse and recycling of wastewater for non-potable uses. Options identified in the plan include using effluent for irrigation, return flows to the Santa Fe River downstream of the wastewater treatment plant, as well as providing a return flow to the Rio Grande for potential return flow credits. In addition, the plan considered piping of treated effluent upstream to just below the city's reservoirs for release into the Santa Fe River to allow the river to flow regularly. This approach could also provide some recharge of the underlying aquifer and the city well field.

## Solid Waste

The Caja del Rio regional landfill opened west of the city in 1997. The new landfill was a result of the filling and closing of the city's old landfill. The regional landfill is jointly managed by the city and the county and was designed to receive waste for 100 years. The Caja del Rio landfill is receiving amounts approaching 200,000 tons of solid waste annually. The graph shows both the solid waste amounts going into the landfill as well as the tonnage of waste being recycled each year in Santa Fe. The large increase in total amounts of solid waste received at the landfills may be a result of new customers using the Caja del Rio Landfill. Recycling of solid waste has been a priority in Santa Fe. The city began collecting recyclable waste (glass, aluminum, plastic and newspaper) bi-weekly.



## Storm Water Management

The city is in the process of implementing a federally-mandated National Pollution Discharge Elimination System (NPDES) Plan for controlling the amount of storm water pollution flowing into the Santa Fe River and its tributaries. The plan has a public outreach and education component and addresses the elimination of illicit discharge, the control of construction site runoff and on-site storm water management after land development is finished.

The city intends to use a watershed systems restoration approach to meet its federal obligations and achieve the following objectives:

- Harvest and infiltrate storm water runoff before it enters the arroyos and River and use it for landscape irrigation;
- Satisfy water quality requirements of the Clean Water Act as measured by the total maximum daily loads (TMDLs) in the Santa Fe River, including sediment and stream bottom deposits;
- Protect, enhance and restore parks, open space, vegetation and wildlife habitat within the city's built environment by fully capturing and utilizing storm water as a valuable resource; and
- Restore the watershed to health.

The city has established a monthly storm water utility fee for all water system users, hired a storm water engineer to implement the NPDES and purchased a new vacuor for cleaning storm drains. The city is currently working on an illicit discharge

ordinance and city council has directed staff to strengthen existing construction-related storm water runoff laws.

### Gas & Electric Utilities

Natural gas and electricity are provided by the Public Service Company of New Mexico (PNM). The gas Company of New Mexico anticipates city and county growth by selectively increasing mainline pipe size to a size greater than necessary to serve the immediate customers. Gas mainlines are rarely installed without customer requests. According to the Gas Company of New Mexico, the distribution system in Santa Fe is in excellent shape for projected growth through 2010. Overall, capacity problems for the natural gas system are not anticipated based on General Plan growth scenarios.

PNM is in the process of extending additional electrical power into Santa Fe through its "project power" program. Santa Fe needs an additional 115 kilovolt line, as the existing lines are at capacity. PNM is in the process of extending the new power lines from northwest of the city, near Buckman, to the Zia switching station located near Richards Avenue and Governor Miles. Alternative routes for the lines include extending the lines along NM 599 and either routing them east along Airport Road, or continuing south along NM 599 to I-25 then east toward Rancho Viejo and the Community College and finally north along Richards Avenue.

Exposure to electric and magnetic fields, especially those formed by major electrical power lines, has caused debate and scientific studies of the potentially harmful health effects. Due to a lack of conclusive evidence, many communities are using a policy of "prudent avoidance" in the development of land near or directly beneath overhead electrical lines. PNM participated in the work of the city's Facility Siting and Environment Committee in 1990. That committee established goals for planning, locating and remediation of electric facilities that, among other things, include:

- To consider conservation alternatives and using realistic demand projections;
- To consider economic and visual impacts on all sectors;
- To use processes which maximize efficiency, accountability, and public involvement;

- To operate in a way that maximizes public trust.

### Wind & Solar Energy

Alternative energy sources, particularly wind and solar energy, have been identified as playing an important role in New Mexico's future. PNM has begun using wind-based electricity production for use in the state. PNM currently generates 10%-15% of its total electricity from a wind farm near Tucumcari. The use of renewable energy sources promotes greater regional and national self reliance as well as greater energy stability and a cleaner environment for future generations.

Wind turbines are a good example of the growing competitiveness of renewable energy technologies. The cost of electricity produced by modern wind turbines has declined by over 50% in the past twenty years. Wind energy may become the least expensive form of electricity production in the coming decades. Other renewable sources of electricity include solar-thermal electric-power plants and photovoltaic cells.

Solar energy may have the greatest potential for meeting current and future energy demands. Passive solar heating and cooling systems are not uncommon in New Mexico, especially in private homes. These systems are simple in concept and use few moving parts and require little or no maintenance.



## Goals & Policies

**WATER – Undertake comprehensive efforts to conserve water and ensure adequate supplies with growth.**

### WATER

- Policy 1:** Promote measures to increase the surface water supply available to the city.
- Policy 2:** Ensure that new development and utility service extensions are approved only upon proven water availability and adequacy of the distribution and treatment system.
- Policy 3:** Promote measures to protect the water quality of the acequias, aquifer and surface supply.
- Policy 4:** Develop and use water resources that are reliable, sustainable and fiscally sound while preserving groundwater resources for drought emergencies.
- Policy 5:** In addition to budgeting money for new water supplies, develop an annual maintenance program and budget for replacement of existing water system facilities and main lines.

### WASTEWATER

- Policy 6:** Maintain and update the wastewater treatment system.
- Policy 7:** Extend wastewater lines to those developments connected to the city's water system.
- Policy 8:** Ensure that there is adequate wastewater system capacity to serve future growth and regulatory demands.
- Policy 9:** Ensure that a Treated Effluent Management Plan will optimize reuse and recycling of treated wastewater for non potable uses and be a significant part of integrated water resources planning.

### SOLID WASTE

- Policy 10:** Reduce solid waste volumes by increasing recycling and reuse to prolong the service life of the city/county regional landfill.
- Policy 11:** Implement automated residential refuse collection city-wide.

### STORM WATER MANAGEMENT

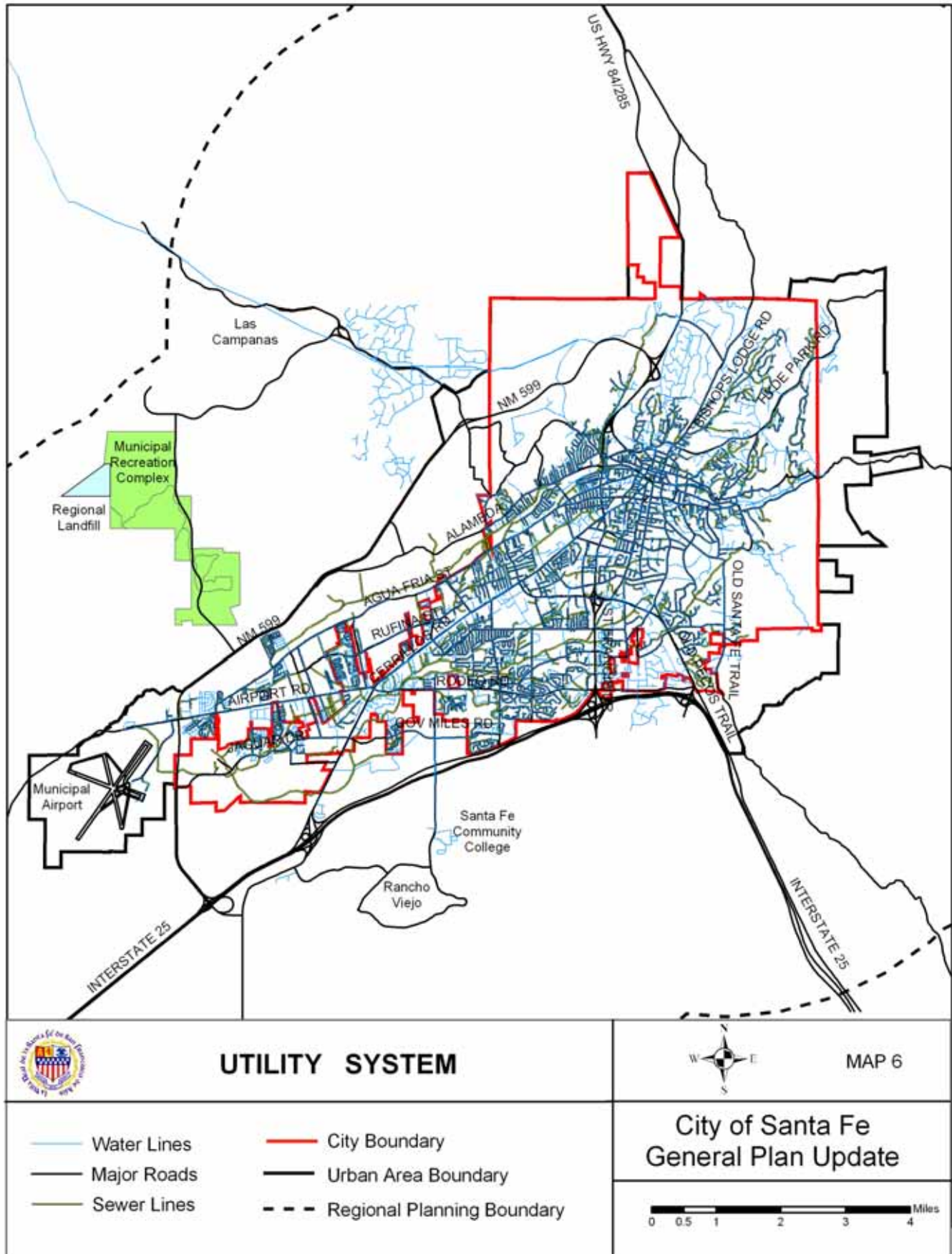
- Policy 12:** Promote natural drainage and recharge of the aquifer and capture of runoff by establishing innovative storm water management practices and standards.
- Policy 13:** Develop and maintain a city-wide, user-supported storm water operation, maintenance and improvement program.
- Policy 14:** Establish review requirements so that all development projects having an impact on the rate and amount of runoff into the Santa Fe River be analyzed.

### GAS & ELECTRIC UTILITIES

- Policy 15:** Work with other utility providers (electric, cable, natural gas) to ensure adequate service is provided for existing and new development within the city.
- Policy 16:** Work with and encourage utility providers that own, operate and maintain overhead wire facilities to develop a program to place overhead wires underground

### WIND & SOLAR ENERGY

- Policy 17:** Incorporate practicable solar energy, wind generation and wind protection concepts in the design and siting of new structures.







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## 6 - Housing

### TOPICS

- Affordable Housing
- Affordable Developments
- Inclusionary Zoning
- Residential Densities
- Santa Fe's Neighborhoods
- Housing for the Future
- Goals & Policies

### BACKGROUND

The City of Santa Fe contains virtually every housing type from apartments to condominiums to single family detached homes built on a wide-range of lot sizes. The local housing market is expensive. In 2003, the national median price for all single family homes was \$170,900, while Santa Fe's was \$270,475. (Based on The Santa Fe Association of Realtors' Multiple Listing Services statistics.)

Adding to the complexity of Santa Fe's housing market is the fact that the city is home to citizens representing economic extremes – those at the very high end of the housing market and those at the very low end of the market. There is enough activity at the higher end of the housing market that it may create significant upward pressure in housing prices across all price categories. This, in turn, creates a need for the city to be very active in the promotion, provision and preservation of affordable housing.

The *Consolidated Plan, 2003-2008*, is the city's blueprint for community development activities, including affordable housing. The plan is required by HUD as a condition of receiving federal funds and is subsequently adopted by the city's Governing Body. The plan sets out specific funding priorities and strategies the city and other affordable housing providers can implement to produce and preserve affordable housing units throughout the region. The plan, and all of the city's policies regarding affordable housing focus on serving a spectrum of housing needs from the homeless to the homeowner.



### Affordable Housing

Affordable housing has been an important issue in Santa Fe for decades. As early as 1976 the city received policy recommendations to improve housing affordability (Marshall Kaplan Gans and Kahn Report). This effort was followed by a report by the Mayor's Task Force on Affordable Housing and policy documents, including, *Resolution 1987-84*. In 1991, the city along with other organizations created the *Strategic Housing Plan for Santa Fe*, complemented by the creation of the *Santa Fe Affordable Housing Roundtable*. This consortium of housing organizations is dedicated to the creation and preservation of affordable housing in Santa Fe and continues to meet monthly to discuss strategies for serving a spectrum of housing needs.

"High Priority Needs" identified in the *Consolidated Plan* address the types of housing and housing support programs that Santa Fe needs most:

1. 2-4 bedroom housing units for extremely low and low income families.
2. More education and outreach activities about fair housing.
3. Increased mortgage lending in low and moderate income areas.

4. Emergency shelter and transitional housing with supportive services,
5. Affordable housing and home ownership opportunities for those of low and moderate income; the elderly and those with special needs.

By providing annual funding and technical assistance to non-profit partners, making available low-cost land and strengthening the capacity of nonprofit housing organizations, the city and various nonprofit agencies provide the following on an annual basis:

- 85 emergency shelter beds on any given night (137 in winter);
- 119 transitional and supported beds for people with special needs, mental illness, youth, victims of domestic violence and others in danger of becoming homeless;
- homebuyer counseling and training to over 500 low- and moderate-income residents;
- 800 rental assistance vouchers for low-income renters, including people with special needs;
- 30 to 35 home repair loans to low-income homeowners
- emergency winterization and repair to 70 very-low income households;
- support for creating 190 new homebuyers

### Affordable Developments

Tierra Contenta, located on the city's southwest side, will continue to provide much of the city's affordable housing during the next 10-20 years. The Tierra Contenta Development Corporation, a nonprofit corporation created by the city to oversee the development of the master-planned community, requires that 40% of all housing units are priced to be affordable to buyers or renters earning between 60% and 80% of the area median income. Tierra Contenta has approximately 2,500 housing units remaining to build in that part of the master plan developed by the corporation. It is anticipated that 1,000 units (40%) will be affordable.

The following are a few of the larger residential developments, currently under construction and containing affordable housing units:

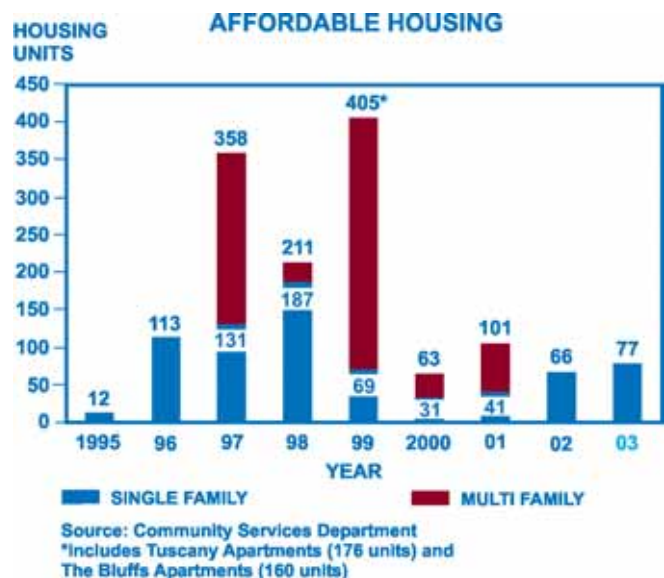
- *Nava Ade*, 35% of all units (180 of the 513 master-planned homes);

- *Carlos Rey del Sur*, 19% of all units (13 of the 67 total units);
- *Villa de la Paz*, 33% of all units (31 of the 93 total units);
- *Zocalo*, 11% of all units (31 of approx. 300 total units).

### Inclusionary Zoning

The city adopted the Inclusionary Zoning Ordinance in 1998. This means that all residential developments approved after that time, including those with more expensive homes, are required to provide a percentage of the homes, or lots, to qualified buyers at affordable prices. This percentage is either 11% or 16% depending on the price range of the market-rate homes and is offset by a density bonus equal to the requirement. The program also encourages the development of affordably priced homes by providing financial incentives including the waiving or reimbursement of many development fees. In the five years since its adoption, 190 single-family, owner-occupied homes are committed as affordable homes due to the inclusionary zoning ordinance and Housing Opportunity Program (HOP), and 40 of those units have been built or are under construction.

The chart below illustrates the number of new affordable housing units approved for construction in the city annually, since 1995. The figures include new single-family, owner-occupied units as well as new rentals.





Planning new developments at higher residential densities is important in attempting to moderate the increase in new housing prices. Higher residential density does not necessarily translate into lower priced new housing in every case, but providing enough locations planned for higher single-family density through smaller lot size can assist the community in attracting development that will be more moderately priced. As a result, the General Plan's Future Land Use Map encourages minimum densities of 3-7 units per acre in newly developing areas.

Single-family residential developments that can achieve overall, or gross, densities of at least 5 units per acre tend to provide housing that is more moderately priced. Single-family developments that are built at a density of at least 6 units per acre can more feasibly achieve price affordability, as defined by the city.

### Santa Fe's Neighborhoods

Santa Fe's varied and distinct neighborhoods are often cited as one of the city's strengths. The city is defined, in large part, by its neighborhoods - from the old residential compounds located in the city's eastside historic district, to the charming and desirable single-family detached housing neighborhoods built in the 1940s and 1950s, such as Casa Solana and Casa Allegre.

Most of these established neighborhoods are platted and zoned in such a way as to make major or even minor redevelopment difficult within the core of the neighborhoods. The redevelopment of the commercial or residential land on the edge of these established residential communities, while an opportunity for viable infill, is a concern to the residents of these neighborhoods.

Infill development and resulting density battles often pit existing residents against land developers. This plan supports modest and appropriate increases in densities of the commercial and residential land that exist on the edges of the older neighborhoods. Over time, as the city continues to spread outward, some of these older "edge" areas, such as Solana Center, will become more valuable and therefore more attractive for redevelopment. This plan also supports redevelopment at greater density, or intensity,

because it makes the most efficient use of land and utilities – a major goal of city planning.

This plan advocates preserving the internal physical integrity of established neighborhoods, while also encouraging moderate increases in density for new development proposals on the edges of these neighborhoods, in order to increase vitality and economic viability of edge areas. Developers and residents are encouraged to work together to determine appropriate land uses and intensities in newly developing areas, as well as redeveloping areas.

### Housing for the Future

This plan promotes greater residential densities and a mix of uses for the provision of new housing in the future, especially in newly developing areas on the edges of the city. Moderating increases in housing prices, more efficient land utilization to reduce sprawl, and efficient use of existing utilities (water and sewer lines) are some of the major reasons why the General Plan calls for higher housing densities and a mix of uses within close proximity, including residences located within the same buildings where retail or office uses are allowed.

The aging of the city's population, along with the varied size and mix of families, both native and immigrant, create a need for a diverse housing market that offers a wide range of:

- *house sizes (especially smaller homes)*
- *lot sizes (especially smaller lots)*
- *owner-occupied and rental units*
- *live-work units, (combining residences, offices and shops).*





## Goals & Policies

**AFFORDABLE HOUSING - *Actively support the creation of affordable housing and related services across a spectrum of needs.***

- Policy 1:** Assure that decent, safe and sanitary affordable housing will be available and accessible for all citizens, particularly for the poor, disabled and homeless.
- Policy 2:** Continue to support financial and management structures that will promote availability of housing for those who could not otherwise afford it.
- Policy 3:** Expand interdependent activities and cooperate in public and private efforts to achieve affordable housing.
- Policy 4:** Coordinate interdepartmental efforts and staff assignments involving affordable housing issues.
- Policy 5:** Implement programs and ongoing projects that address the high cost of building in Santa Fe by working in collaboration with non-profit housing providers, for-profit, local builders and potential homebuyers.
- Policy 6:** Create programs that help to limit the displacement of established Hispanic populations from older, historic sectors of the city.
- Policy 7:** Increase mortgage lending activities in Hispanic and low-income neighborhoods.
- Policy 8:** Provide city-owned or otherwise subsidized land for affordable housing sites for eligible persons, families households as defined under the city's affordable housing programs.
- Policy 9:** Increase affordable housing opportunities by maximizing appropriate potential infill sites by supporting changes to higher densities.
- Policy 10:** Continue to develop and implement regulations that encourage diversity of new housing types and expand housing choices throughout the city.

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## 7 - Economic Development

### TOPICS

- Economic Development Strategy
- Santa Fe's Economic Strengths
- Santa Fe's Economic Challenges
- Wage Levels vs. Cost of Living
- Santa Fe's Living Wage
- Economy of the Future
- Land Requirements
- Goals & Policies

### BACKGROUND

Santa Fe has been a center of trade and commerce as well as serving as a provincial and state capital for most of its history. The city has gained its economic livelihood from a combination of tourism and government employment. Employment figures show that these two sectors of the economy still lead the way. According to the New Mexico Department of Labor, the service and government sectors of Santa Fe County's economy account for 24,300 and 17,300 jobs, or 41% and 29% of all employment, respectively in 2003. As a result, 2 out of every 3 jobs in the Santa Fe area are in the service or government sectors.

The city has traditionally had low unemployment in the 3-4% range. A steady tourism economy and slow but steady increases in local, state and federal government employment has helped sustain and expand the local economy. Corporate firms of substantial size and national name recognition are noticeably absent from the local economy, although the Los Alamos National Laboratory in neighboring Los Alamos County provides approximately 15,000 jobs (2,500 lab employees reside in Santa Fe County). And while many cities compete nationally for corporate jobs and regional centers, the latest thrust of the city's economic development approach is that of creating a positive climate for entrepreneurship and small businesses, rather than recruiting large companies.



### Economic Development Strategy

The city's economic development strategy, set out in a report entitled *Cultivating Santa Fe's Future Economy* (2004), sets goals and provides recommendations for sustaining and strengthening the local economy. The plan focuses on local and regional relationships that reflect the efforts to grow and prosper through the expansion of the many smaller firms already located in Santa Fe, as well as targeting specific industries. The plan assesses and provides goals and strategies in five areas of economic development: Workforce Development and Education; Entrepreneurship; Sites and Infrastructure; Community development; and, Marketing and Public Relations.

### Santa Fe's Economic Strengths

The city has long been known for its history, unique architecture and strong arts community – and these characteristics figure prominently in the city's strong tourism base. Over 5,600 hotel, motel and bed and breakfast rooms are located in the Santa Fe area, providing nearly 800,000 occupied room nights for visitors in 2003. This alone demonstrates a central strength and success of Santa Fe and leads to a fundamental truth – "Santa Fe" is a national and even international industry. Rather than simply being another city recognized as the home to some other corporate headquarters, Santa Fe, by itself, has been a great generator of local jobs and financial investment.



The natural setting (Chapter 2) is another fundamental economic strength of Santa Fe. The Sangre de Cristo Mountains provide an inspiring backdrop to an historic capital city located at 7,000 feet in elevation with unsurpassed air quality and more than 300 days of sunshine, annually. Seasonal fluctuations in temperature are moderate. Violent, life-threatening storms such as floods, tornadoes, hurricanes, blizzards and earthquakes are virtually non-existent.

Santa Fe has other economic strengths that include low property taxes, relatively low utility rates, a number of institutions of higher education, a high percentage of college graduates among adults and a multi-lingual workforce.

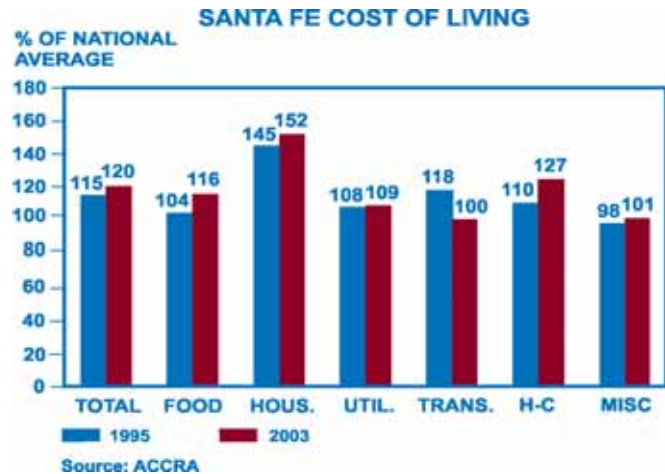
### Santa Fe's Economic Challenges

The city's economic development planning process also has identified economic challenges that hinder or undermine local economic growth and prosperity. A few of these include: expensive land, limited water supply, large numbers of low-skill jobs with a commensurate lack of high paying jobs, an extended approval/permit process and a perceived community-wide uncertainty toward growth and change.

### Wage Levels vs. Cost of Living

One of the most pressing concerns that the Economic Development Plan identifies and attempts to address is the specific problem of local wage levels, particularly in the service industries, and Santa Fe's high cost of living. While unemployment remains low, wages for many Santa Feans also remains low, while the cost of living, especially housing, is considerably higher than national averages. The median price of housing in the city jumped from \$203,000 in 2000 to \$270,000 in 2003.

The cost of living index (ACCRA, 2003) shows that it costs 20% more to live in Santa Fe than the national average. Meanwhile, federal figures indicate that local wage levels are nearly 20% less than the national average – creating a significant gap between local wage levels and the local cost of living in Santa Fe when compared to national averages. Essentially, this means that many



workers in Santa Fe are using smaller incomes to pay for more expensive necessities such as housing, food, health care, etc. This makes it very hard to create any personal savings and causes great financial stress among Santa Fe families.

### Santa Fe's Living Wage

In 2003, the city adopted a "living wage" ordinance that requires employers of 25 or more employees to increase minimum wages to \$8.50 an hour with future year increases to \$9.50, then \$10.50, an hour. The ordinance has been challenged and is currently going through the courts for a determination of its legality. A study prepared for the city by the University of New Mexico Bureau of Business and Economic Research (UNM-BBER) states that if the federal minimum wage had been increased regularly with inflation since 1968, the current federal minimum wage would be \$8.51 an hour, rather than the current \$5.15 an hour.

The ordinance would directly impact over 400 businesses in the city – with accommodations and food service, retail and the health services sectors of the local economy most affected by the ordinance.

## Economy of the Future

Santa Fe should focus its economic development efforts on the following seven industries, according to the "Target Industry Report" (2003):

- Arts & Culture
- Design
- Hospitality
- Conservation Technologies
- Computer Software Development
- Publishing & New Media
- Outdoor Gear & Apparel

These industries already exist in Santa Fe to varying extents. The industries also contain a variety of jobs from entry level to executive. They are small, entrepreneurial, hire all age ranges and generally have low water consumption. These industries also reflect the survey responses obtained as part of the Economic Development Plan that indicate the top 5 "types of businesses" desired for Santa Fe are: high tech, small family-owned, low impact, non-polluting and recreation/entertainment oriented.

During the past decade Santa Fe has become home to a small but expanding businesses in information technologies and genetic research. Santa Fe Institute, a think tank for complex mathematical applications research, celebrated its 20<sup>th</sup> anniversary in the community in 2003.

## Land Requirements

How does anticipated economic growth translate into land requirements and land use planning for the future? The city added approximately 200 acres of new commercial development during the past 10 years. The city should designate an additional 400 acres for new commercial development through 2025. This includes land for non-residential uses such as offices, stores, manufacturing, wholesale and warehouses. The General Plan's Future Land Use map has identified a number of key areas for future commercial development including: Las Soleras master planned area, the Airport Business Park and south along Cerrillos Road. These areas total 400 acres of vacant land designated for a variety of non-residential uses and continued economic development activities.

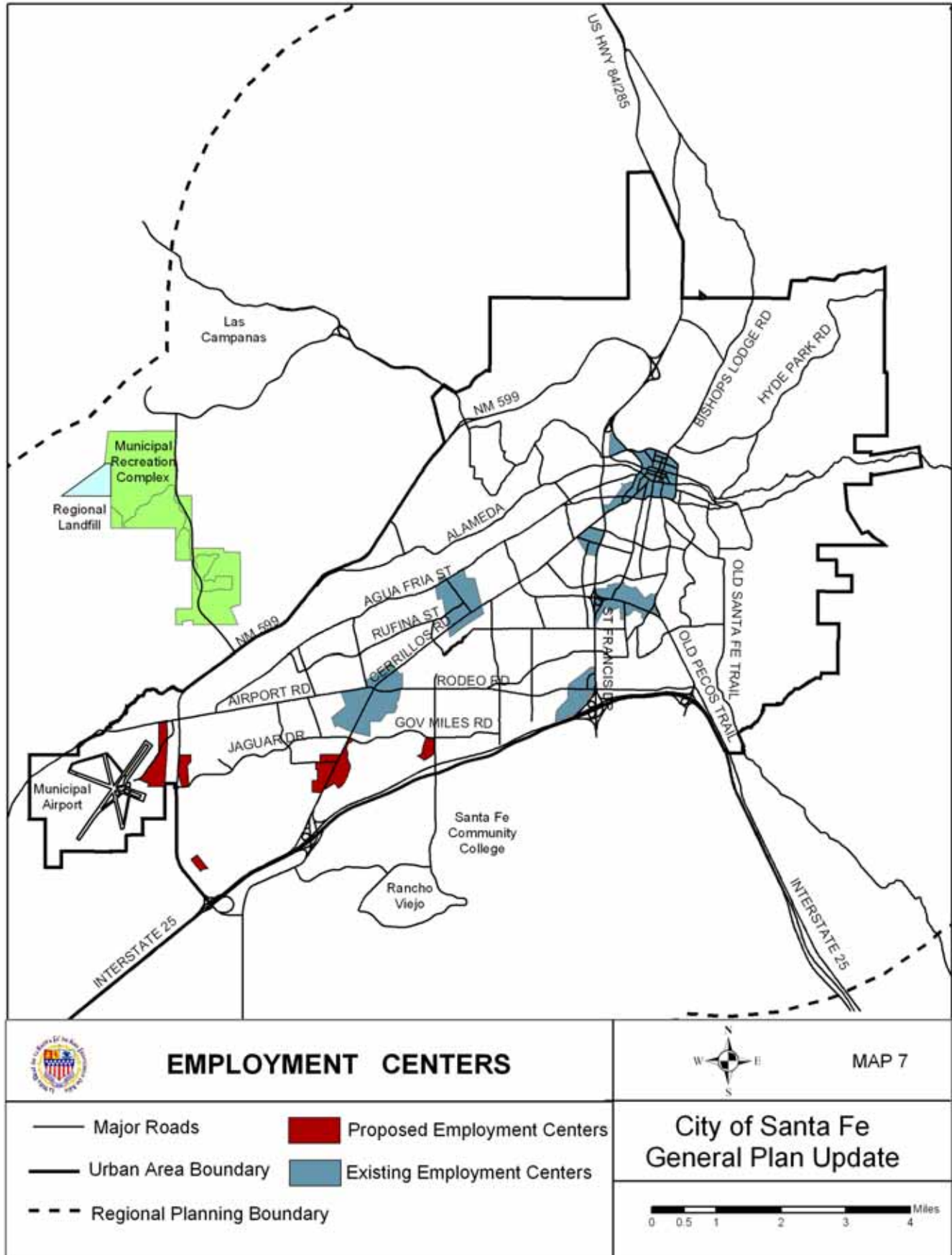
## Goals & Policies

### ECONOMIC DEVELOPMENT

**ECONOMIC DIVERSITY – *Develop and implement a comprehensive strategy to increase job opportunities, diversify the economy and promote arts and small businesses.***

- Policy 1:** Promote diversification of the Santa Fe economy.
- Policy 2:** Promote increased job opportunities with higher wages for Santa Fe.
- Policy 3:** Support retail uses that serve the needs of Santa Fe residents and workers.
- Policy 4:** Develop and maintain an attractive climate for conducting business in Santa Fe.
- Policy 5:** Promote small businesses.
- Policy 6:** Ensure that there is an adequate supply of land for the location and expansion of various types and sizes of business firms within Santa Fe.





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## 8 - Transportation

### TOPICS

- Road Network
- Traffic Calming
- Transit
- Bicycles & Pedestrians
- Downtown Parking
- Airport & Aviation
- Goals & Policies

### BACKGROUND

Santa Fe's transportation system is multi-modal – a system that includes the Santa Fe Trails Bus System and an expanding system of on-road and off-road bicycle and hiking trails. The General Plan proposes a transportation system that encourages alternatives to the automobile. This is achieved, in part, by adopting land use policies that reduce the need for automobile travel and providing greater residential densities in newly developing areas as well as a greater mix of uses in redeveloping areas.

The plan also recognizes the prevalence of the private auto and the recognition that there are ever increasing numbers of cars and trucks on Santa Fe's roadways. As the urban area continues to grow, new roadways will be needed and the expansion of existing roadways will also be required. The city looks to provide a balance in its funding of transportation improvements to provide a complete multi-modal system that will be essential for a growing urban area.

Transportation planning for the urban area is carried out by several city, county, state and federal agencies that come together to form the Santa Fe Metropolitan Planning Organization (MPO). The Santa Fe MPO produces a 20-year transportation plan for the Santa Fe metropolitan area – an area that includes the urban area and lands generally extending 5 miles beyond. Like the General Plan, the MPO Plan is updated every 5 years.



### Road Network

Santa Fe's road network has changed dramatically during the past five years. The completion of Veterans' Memorial Highway (NM 599) around the west side of the city creates the western boundary of the urban area. The divided four-lane highway is 15 miles in length and was completed in 2000. The \$100 million federally funded project was built for the primary purpose of shipping nuclear-related waste around the city on its way to the Waste Isolation Pilot Plant (WIPP) in southern New Mexico.

In 2003, the New Mexico Department of Transportation (NMDOT) started work on a \$100 million major reconstruction and upgrade of U.S. Highway 84/285 as it leads north out of Santa Fe.

The city has spent nearly \$10 million over the past few years to build Rufina Street, the western extension of Governor Miles Road and the reconstruction of Cerrillos Road between Airport Road and Camino Cielo. All three projects are important to the eventual completion of the urban area road network.

The Santa Fe MPO 20-year Metropolitan Transportation Plan identifies a number of improvements within the urban area that are scheduled for the next five years, including:



### Planned Road Improvements, 2005-2010

- Old Pecos Trail (Arroyo Chamiso Road to Cordova Road)
- Cerrillos Road Reconstruction (Camino Cielo to St. Michael's Drive)
- Richards Avenue/Rodeo Road (intersection reconstruction)

### Planned New Roads, 2005-2010

- South Meadows Road (Airport Road to NM 599)
- Siler Road River Crossing (Agua Fria Street to Alameda Street)

### Planned Highway Interchange Locations, 2005-2010

- Interstate 25 and Richards Avenue
- NM 599 and County Road 62

It is anticipated that there may be only enough federal and/or state funds made available to build one of the above interchanges. However, both locations have been identified as potential interchanges. Additionally, the reconstruction of Cerrillos Road is dependent upon the availability of federal funds.

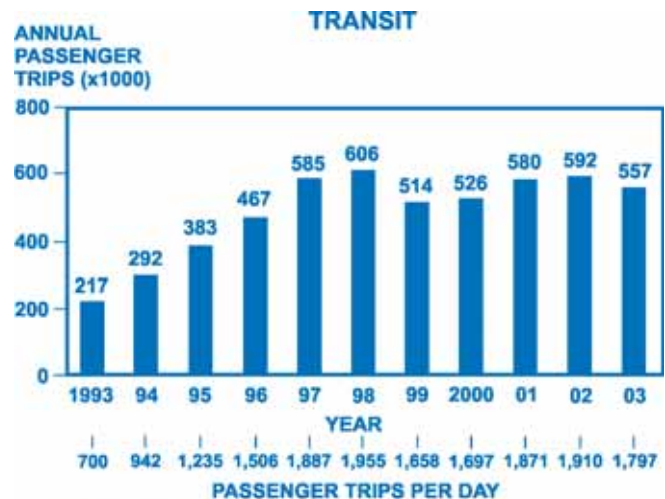
### Traffic Calming

The city's traffic calming program has completed projects on a number of roads. These projects help in slowing traffic thereby allowing greater pedestrian safety and security. The program is expected to be funded through 2010, although funding levels may vary, depending on the city's series of 2-year CIP programs. The latest CIP project list (03-05) includes \$1.1 million for new traffic calming projects.

Traffic calming projects often include a series of traffic humps and may include narrowed road lanes, raised crosswalks and roundabouts at appropriate intersections. Some of the completed projects include Camino Carlos Rey, Avenida de las Campanas, Garcia Street, Avenida Contenta, Hopewell Street, Espinacitas Street, Arroyo Chamiso Road, Botulph Road, East Zia Road, Baca Street, Avenida Cristobal Colon and Monterey Drive. Another 28 streets are eligible for traffic calming measures.

### Transit

The Santa Fe Trails bus system began in January 1993 and currently operates 25 buses and 5 passenger vans. The system provides over a half million passenger trips annually. Santa Fe Trails grew quickly as evidenced by the graph below. Since 1997, passenger trips have ranged from a low of 514,000 to a high of 606,000.



Since 2000, the system has completely replaced its fleet with new buses and added limited Sunday service on selected routes. Santa Fe Trails was one of the first all Compressed Natural Gas (CNG) bus systems in the United States and continues to operate today as a completely CNG- powered system.

The city's transit division also operates federally-funded programs such as the Job Access Reverse Commute (JARC) program that provides work trips by passenger van to jobs or workforce training based on income qualifications.

The city supports the New Mexico DOT "park-and-ride" commuter programs to the south between Albuquerque and Santa Fe and to the north between Los Alamos, Espanola and Santa Fe. The city is currently constructing a "park and ride" lot on the north side of town near the Radisson Hotel on Calle Mejia, and continues to work toward coordinating schedules to enable convenient transfers to the Santa Fe Trails bus system.

Commuter Rail is an initiative that is planned between Santa Fe and Albuquerque. The city has received \$5.4 million in federal funds to assist with the acquisition of the Santa Fe Southern rail line that extends for 18 miles connecting Santa Fe's rail yard and the station in Lamy. Additional state funding has been proposed that would be necessary for public acquisition and preservation of the line for future commuter and hike/bike trail development.

Santa Fe Trails, together with a number of cities, counties and pueblos in the North Central New Mexico area, is also working toward establishment of a Regional Transit District (RTD). The RTD will provide services such as regional park and ride bus service and a regional commuter rail service.

### **Bicycles & Pedestrians**

Santa Fe contains 4.5 miles of paved, off-road trail that includes a half mile rail trail along the rail line between Zia and Siringo and the Arroyo de los Chamisos trail that connects to the Rail Trail at Siringo and then extends west for over 3.0 miles to its intersection with Rodeo Road near Villa Linda Mall.

The city's master trail plan has as its "spines" the intersection of a major east-west trail along the Arroyo de los Chamisos and a major north-south trail along the rail line. The Arroyo de los Chamisos extends from the city's more exclusive east side toward Villa Linda Mall, wraps around the mall and proceeds underneath Cerrillos Road before heading along the southern extent of Tierra Contenta. Meanwhile, the rail line extends north-south from the city's more centrally located historic rail yard through the city's urbanized south side and eventually underneath I-25 toward Eldorado and ending at Lamy, 10 miles south of the city limits.

In addition to off-road trails, on-road bike lanes are an important part of encouraging alternative forms of transportation. The city has added a number of roads to its list of streets that have striped bike lanes, or bikeways. Cerrillos, Zia, Galisteo, Rodeo, Airport, Old Santa Fe Trail, Camino Cabra and Governor Miles are some of the roadways that have had striped bikeways added through resurfacing during the past ten years.

The city's small sidewalks program designates approximately \$100,000 annually for sidewalk replacement and new sidewalks. The city's street standards call for sidewalks of a minimum of 5 feet in width – this allows two adults to walk side-by-side comfortably. Streets identified as needing sidewalk improvements include: Cordova Road,

### **Downtown Parking**

Previous studies conducted for the city have identified the need for at least two additional multi-level parking structures in or around downtown Santa Fe. The lack of downtown parking is often a complaint of residents and visitors, alike. Possible locations include the existing Water Street parking lot and the City Hall/Sweeney Center site. The proposed redevelopment of Sweeney Center will include some underground parking. In addition, any redevelopment of the archdiocese land on the east side of downtown near Paseo de Peralta and Alameda could include a partnership between the Archdiocese and the city to provide multi-level parking.

The city's Railyard Master Plan and Design Guidelines also includes a parking plan for that site that includes approximately 270 spaces, all below ground level. Wherever new parking structures may be located, the 5-year Capital Improvements Plan (Chapter 13) anticipates \$9.8 million for parking structures in or around the downtown with a range of \$4.5 - \$12.0 million depending on the size of facility and whether parking is provided above or below ground.

### **Airport & Aviation**

The Santa Fe Municipal Airport is a "primary service" airport. Currently, passenger service is provided by Great Lakes Aviation. This regional airline has a "code share" agreement with United Airlines and Frontier Airlines that allows easier connections, ticketing and baggage transfer at larger airports. In recent years, the airport has experienced 18,000-19,000 annual passenger departures, although in the year prior to 9/11/01 the airport experienced 52,000 passenger departures. Additionally, the airport averages





84,000 operations (take-offs and landings) although that figure exceeded 100,000 annually from 1992-1994. The airport also provides general aviation service for private flights in and out of Santa Fe.

The city's airport master plan (2002) uses as its guiding principle that the expansion of airport infrastructure and facilities will occur only as increased demand of the airport warrants. As a result, there are no current plans to expand the terminal or lengthen any of the runways. However, rebuilding runway 15-33 and resurfacing runway 2-20 will be needed to ensure adequate safety at the municipal airport. In addition, resealing of taxiways and installation of taxi lanes as well as the installation of runway and identifier lights will be needed in the near future.

### **Goals & Policies**

#### **TRANSPORTATION ALTERNATIVES – Reduce automobile dependence and dominance.**

##### **ROADWAYS**

- Policy 1:** Implement a comprehensive strategy to decrease reliance on the automobile.
- Policy 2:** Give people priority over cars.
- Policy 3:** Provide for a closely spaced network of narrower streets as opposed to fewer wider streets.
- Policy 4:** Provide fair and equitable means for paying for future street improvements.

##### **TRANSIT**

- Policy 5:** Promote local and regional transit serving Santa Fe.
- Policy 6:** Adopt a policy of “transit first” and give transit priority over street widening.
- Policy 7:** Develop a Transportation Demand Management program in cooperation with the local business community.

##### **BICYCLE CIRCULATION**

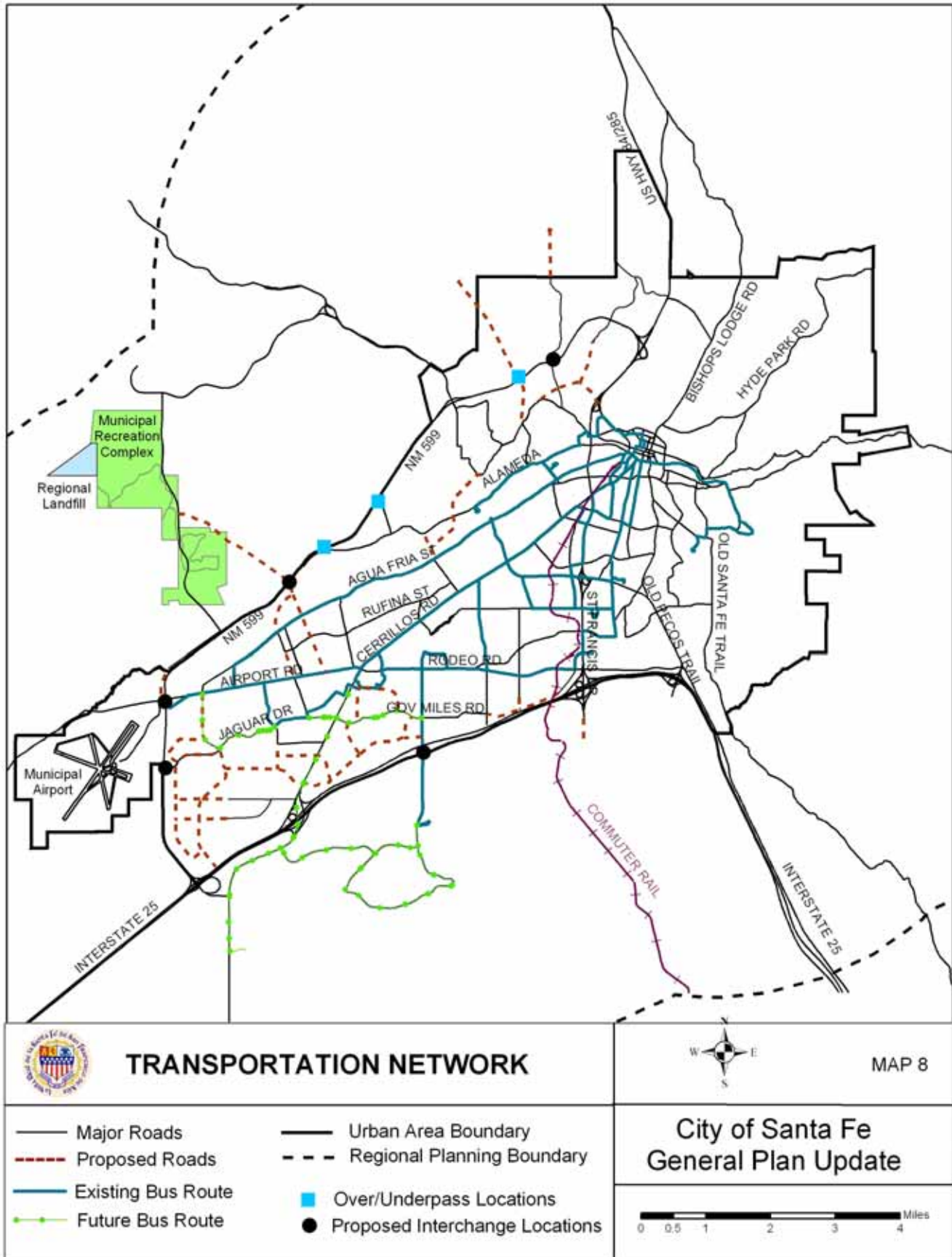
- Policy 8:** Provide a comprehensive network of bikeways for safe and efficient transportation.
- Policy 9:** Recognize bicycling and walking as viable alternatives to motorized transportation.
- Policy 10:** Provide off-road trails as an alternative to on-road travel where natural corridors exist.

##### **PARKING**

- Policy 11:** Provide adequate parking within the context of a balanced and integrated transportation system which includes transit, bicycling and pedestrian alternatives.
- Policy 12:** Enhance Downtown accessibility for residents by providing transit and other transportation options in addition to parking opportunities.
- Policy 13:** Develop a comprehensive “park-and-ride” program to serve residents of outlying areas.

##### **AVIATION**

- Policy 14:** Support continued use of the municipal airport for aviation, but not to upgrade to handle larger commercial aircraft.
- Policy 15:** Minimize conflicts between airport operations and urban uses.
- Policy 16:** Ensure adequate intermodal surface access and connections to the airport.



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## 9 - Parks / Recreation

### TOPICS

- Background
- Park & Open Space Standards
- Public Parks
- Turf Alternatives for Parks
- Open Space & Trails
- Urban Trail System
- Recreation Facilities
- Goals & Policies

### BACKGROUND

The City of Santa Fe operates an extensive parks system that plays host to an active recreation program. The parks system includes the Municipal Recreation Complex (MRC), a 1,292-acre regional park west of the city. The system also includes a series of community parks ranging in size from 15-38 acres that provide significant recreational and sports-league opportunities as well as a visual break from urban development. Salvador Perez, Ragle, Franklin Miles and Fort Marcy Community Parks are the core of the city's park system. Numerous neighborhood and pocket parks are located throughout the city to provide frequent outdoor and playground opportunities.

The city adopted the *Parks, Open Space, Trails and Recreation Master Plan* in 2001. This plan determines park needs in various parts of the Santa Fe urban area. The plan also sets a new goal and standard for the city – the provision of 15 acres of total parkland and open space per 1,000 residents. In addition, the city's new park dedication ordinance requires that residential land developers provide not only park land at the new standard, but that they also develop the parks before the city will accept them and maintain them as public parks.

### Park & Open Space Standards

The city adopted new standards as part of the 2001 Parks Plan and carried those standards forward in the park dedication ordinance adopted



in 2003. The overall standards the city hopes to achieve per 1,000 residents in the future include:

	<u>Park Size</u>	<u>Acres Per 1,000 Pop.</u>
<b>Pocket Parks</b>	<b>.25 - 2 acres</b>	<b>1.0</b>
<b>Neighborhood Parks</b>	<b>2 - 10 acres</b>	<b>5.0</b>
<b>Community Parks</b>	<b>10 - 50 acres</b>	<b>3.5</b>
<b>Open Space, Special Use</b>		<b><u>5.5</u></b>
<b>Total</b>		<b>15.0</b>

### Public Parks

Public parks have long been considered an essential part of city life. A mature, developed park is almost universally appreciated by all those who see it or use it. Public parks provide active and passive recreation and generally create important visual breaks from the city's concrete and asphalt. As Santa Fe emphasizes smaller residential lots and yards in response to housing affordability and water conservation efforts, well-developed parks will become even more important to the city's quality of life and sense of community well-being.

The city currently contains approximately 1,000 acres of developed parkland. The largest park needs are located in those portions of the urban area that have experienced the fastest growth during the past 20 years - the west and southwest portions of the urban area. The city plans to spend over \$5.0 million on park development through 2010. Most of the parkland scheduled for development is in those areas in greatest need of parks.



## Turf Alternatives for Parks

The city has embarked on a program to replace natural grass on ball fields with artificial field turf at Salvador Perez and Franklin Miles Community Parks. In addition, Santa Fe High School and Capital High School replaced natural grass football fields with field turf. The new turf provides a consistent surface for play while requiring no water. This has helped reduce the water required by city parks and the schools as part of Santa Fe's water conservation efforts.

The Parks Department is also considering other parks that may have an over-abundance of natural grass that could, in part, be replaced with xeric landscaping or field turf. The intent is not to remove all natural grass, but to reduce how much the city maintains, thereby minimizing the amount of water the park system requires.

## Open Space & Trails

Santa Fe's open space is defined in a number of ways and serves a number of functions. Major areas of open space that also include hiking trails are:

- Sun and Moon Mountain, southeast portion of the city (238 acres),
- Dale Ball Trail System, northeast portion of the city (352 acres),
- Northwest Sector, planned trail system (2,270 acres),
- Municipal Recreation Complex (MRC), west of the city (1,292 acres)

Sun and Moon Mountain as well as the Dale Ball Trail System are located in the foothills of the Sangre de Cristo Mountains on the city's east side. The Northwest Sector is a large part of the original Santa Fe land grant. The Municipal Recreation Complex (MRC) located west of the city was transferred to the city by the Bureau of Land Management with the requirement that the land be used for recreation.

## Urban Trail System

The city's primary urban trail system consists of north-south and east-west spines that provide a main axis for a more extensively planned system – one that is paved and a minimum of ten feet wide.

The Rail Trail extends north-south alongside the Santa Fe Southern rail line and connects with the Arroyo de los Chamisos trail that extends east-west along a major drainage feature in Santa Fe. The Arroyo de los Chamisos Trail is 3 miles long and begins at the Rail Trail at Siringo Road then extends westerly around Santa Fe High School along the arroyo and currently ends at Rodeo Road near Villa Linda Mall. The Rail Trail has only ½ mile of paved trail and extends between Zia Road and Siringo Road. The city has plans to pave the trail north of Siringo Road and south to I-25.

Ultimately, the Rail Trail is planned to extend from the rail yard near downtown south to I-25 and beyond. Meanwhile, the Arroyo de los Chamisos Trail is planned to extend westerly underneath Cerrillos Road to Tierra Contenta.

The Santa Fe River Trail currently extends along Alameda from downtown westerly to Camino Alire connecting to Alto Park. Plans show the River Trail extending southwest to Highway NM 599. Like the Rail Trail, the city and county will be cooperating to develop their respective extents of the Santa Fe River Trail.

## Recreation Facilities

The Genoveva Chavez Community Center is the showcase of the city's indoor recreation program. The \$25 million multi-purpose recreational facility opened in 2000. The center contains an ice skating rink, Olympic-sized and recreational pools, multi-court basketball and volleyball gymnasium, weight-training area, walking track and aerobics exercise area.

The 1,292-acre Municipal Recreation Complex (MRC) located west of the city is the outdoor counterpart to the Chavez Center. The transfer of land from the Bureau of Land Management to the city is developed with a Soccer field complex, a baseball/softball field complex, the Marty Sanchez Links de Santa Fe municipal golf course and clubhouse with an 18-hole course and a 9-hole executive course. The city recently completed nine miles of crushed gravel hiking trails linking many of the MRC facilities.



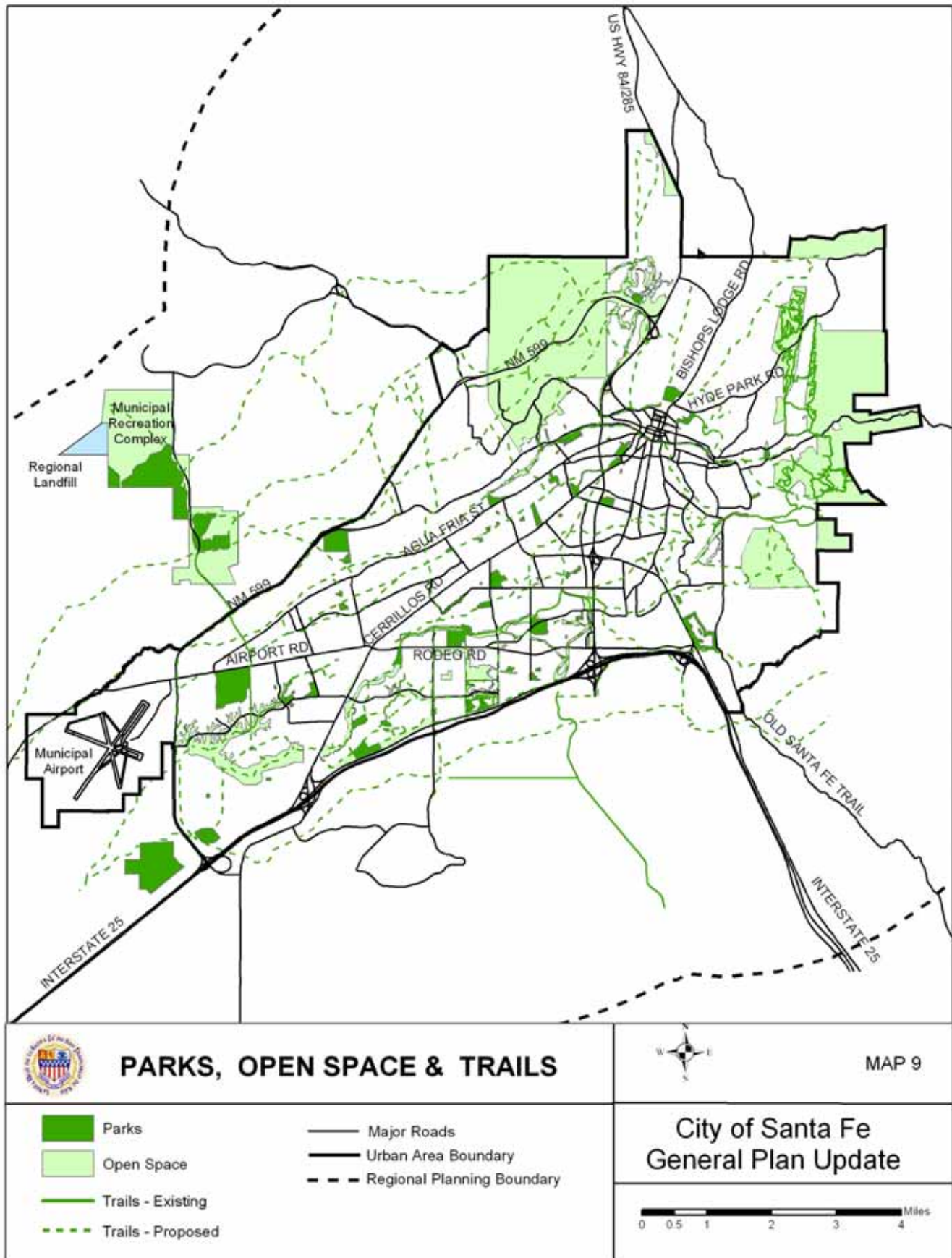
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## Goals & Policies

**QUALITY OF LIFE – *Enhance the quality of life of the community and ensure the availability of community services for residents including the adequate provision of parks, open space, trails and recreation programs.***

- Policy 1:** Establish a continuous system of open space along the rivers, acequias, arroyos and utilities.
- Policy 2:** Locate new parks and other open space to enhance the open space network.
- Policy 3:** Develop a Park system that provides 15 acres of park, open space and trails for every 1,000 residents within the city.
- Policy 4:** Ensure that public park and recreational facilities are physically and perceptually accessible to all residents and not just to residents of individual subdivisions.
- Policy 5:** Use environmentally sensitive practices in park location, design and maintenance.
- Policy 6:** Encourage joint use of school recreational facilities where neighborhood recreational facilities are not adequate or available.
- Policy 7:** Develop a comprehensive network of trails and linear parks.



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## 10 - Public Safety

### TOPICS

- Police Protection
- Crime in Santa Fe
- Police Programs
- Police Facilities
- Fire Protection
- Fire Data for Santa Fe
- Fire/EMS Facilities
- Emergency Management
- Goals & Policies

### BACKGROUND

Public safety is a combined effort of the Police and Fire Departments. Changing demographics and the number of visitors to Santa Fe pose significant challenges to policing. The urban-forest interface on the city's east side and the large numbers of dead Piñon trees currently existing throughout Santa Fe presents potential challenges for the city and especially the Fire Department. The city participates in the Regional Emergency Communications Center (RECC), an independent emergency 911 center serving both the city and the county public safety agencies. The center began operations in July 2002.

### Police Protection

The City Police Department divides the city into 2 districts using St. Michaels Drive/Osage Avenue as the boundary between the two districts. District 1 is south of the boundary and receives approximately 60% of all calls and District 2 covers the northern portion of the city and receives about 40% of all calls to the Police Department. The districts are further divided into "Patrol Areas." The north side has 5 patrol areas and the south side 4 patrol areas. The city's community policing system has uniformed officers assigned to specific patrol areas on a permanent basis.

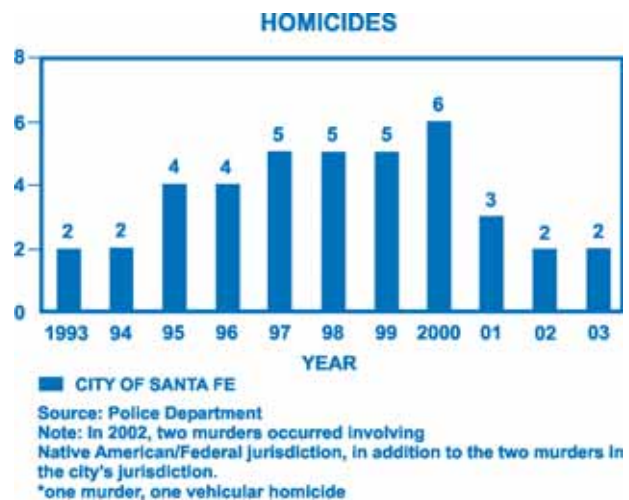
The city currently has 141 active sworn personnel with 103 of those being uniformed officers and 38 ranking commanders. The department hopes to fill all uniformed positions that are vacant. The



department's standards based on the number of calls for response and other crime statistics suggests that an additional 8 uniformed officer positions will be needed by 2010. This does not include additional officers that would be needed if the city were to annex additional population by 2010.

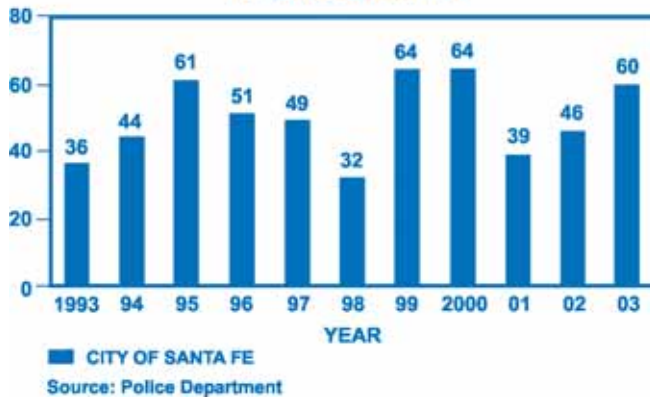
### Crime in Santa Fe

During the past ten years the city has generally experienced lower crime rates in the major crime categories of Homicide, Robbery, Reported Rape and Burglary, with the exception of reported rapes in recent years. The graphs show the specific crime figures by major crime category for the years 1993-2003 in Santa Fe.





### REPORTED RAPES

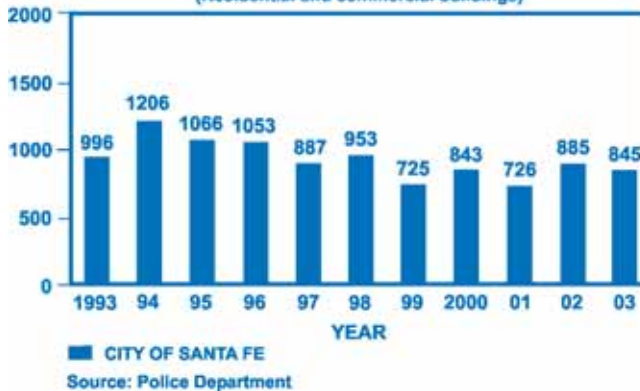


### ROBBERIES



### BURGLARIES

(Residential and commercial buildings)



The following data shows that the city is below other cities in the homicide rate, but is higher than other cities of its size in crimes per 100,000 population for the categories of Reported Rape, Robbery and Burglary.

### CRIMES PER 100,000 POPULATION

Homicide Rate: Santa Fe 3, other cities 4.5  
 Reported Rape Rate: Santa Fe 94, other cities 36  
 Robbery Rate: Santa Fe 167, other cities 147  
 Burglary Rate: Santa Fe 1320, other cities 785

### Police Programs

The police department offers a number of community outreach programs including:

- School Resource Officer Program – a juvenile unit and gang unit have been created to address concerns including truancy and violence;
- Citizen Police Academy – Members of the community and law enforcement are taught collaborative methods for crime reduction;
- Explorer Program – A program aimed specifically at teens and young adults concerning policing and responsibility in the community;

The department's CompStat computer program tracks all crimes by type, time of day, location and provides the department with the ability to respond to crime activity and plan or adjust officer assignments in the various patrol areas.

### Police Facilities

Police headquarters is located in the Valdez Industrial Park near the Airport Road and Cerrillos Road intersection. The department's capital improvement emphasis through 2010 is to increase the number of neighborhood substations throughout the city in addition to the one substation operating downtown at the main Public Library. New substations are planned for Capital High School, Santa Fe High School, and at the rail yard. The substations at the high schools would cost about \$300,000 each, while a substation at the rail yard could cost \$600,000.

### Fire Protection

The city's Fire Department provides a variety of essential emergency services and prevention programs. The city's fire department also provides emergency medical service (EMS). As a result, most calls for fire department response will include an ambulance as all uniformed fire department



staff are cross-trained for the dual role of fire fighting and emergency medical service (EMS) delivery. The fire department provides comprehensive advanced life-support that involves extensive medical training – a system that started in the late 1970s when the department assumed emergency medical response for the city.

The department has a Hazardous Material Incident Response Team and contains an “all hazards” plan for the region that includes evacuation and shelter provisions. The Support Service Division of the fire department is responsible for fleet and facilities management, as well as fire and EMS training.

The department currently contains 137 staff, including 130 full-time uniformed fire/EMS personnel. Generally, fire stations are staffed with 15 personnel, or five personnel per shift – 3 assigned to a fire truck and 2 assigned to an ambulance. The Fire Department’s five year plan recommends the need for 21 new positions; 1 administrative position, 1 mechanic and 19 uniformed personnel.

## Fire Data for Santa Fe

The City of Santa Fe Fire Department responds to over 8,000 calls for emergency medical service annually. In addition, the department responds to and fights 250-530 fires each year between 1993 and 2003 as shown in the table below. The department also responds to over 1,000 vehicle accidents each year (an average of 3 per day) that require some form of medical attention.

## Fire/EMS Facilities

The department operates five fully staffed fire stations at the following locations (see Map 10): Fire Department headquarters on Murales Road (Station #1); Arroyo Chamiso Road (Station #4); Cerrillos Road (Station #3); next to the Chavez Center (Station #7); near the intersection of Airport Road and Cerrillos Road (Station #8). The department’s five year C.I.P. recommends that station #8 be relocated to Tierra Contenta, station #3 be rebuilt near its current location and that station #4 be upgraded. Two reserve stations (not staffed, but fully equipped) exist on West Alameda and at the training facility on Siler Road. The department currently operates two aerial trucks and eight fire engines. All of the fire

## FIRES

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
Structural Fires	84	103	108	50	45	51	57	33	58	43
Vehicle Fires	79	81	72	59	52	39	40	51	31	45
Brush/Other Fires	<u>367</u>	<u>220</u>	<u>213</u>	<u>166</u>	<u>245</u>	<u>187</u>	<u>213</u>	<u>181</u>	<u>191</u>	<u>162</u>
Total	530	404	393	275	342	277	310	265	280	250

## EMERGENCY MEDICAL SERVICE (EMS) RESPONSES

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
Total EMS Responses	7,259	6,637	6,548	6,049	5,987	5,972	7,417	7,500	8,000	8,096
Vehicle Accidents w/medical attention					1,116	1,076	1,102	1,130	1,172	1,453

Source: Fire Department.



stations, staffed and reserve, have an ambulance assigned to the station.

The Fire Department has planned for the design of a northwest sector fire station in its five year plan and may need to construct and staff a fire station at the municipal airport. While there are no immediate plans for a new station at the airport, the Federal Aviation Administration's new rules may require that the city have a fire and rescue facility at the airport. The Fire Department has estimated new facility costs at \$1.7 million in its 5-year plan to construct and equip a new airport station and \$600,000 for annual operations. The Federal Aviation Administration (FAA) would provide financial assistance with the construction and equipment costs of any new station built to serve the airport.

### Emergency Management

The city and county, in cooperation with state and federal authorities, work together to prepare for major emergencies that could include: wildfire, snowstorm, flood, or other emergency such as a terrorist act or hazardous materials spill.

Both local governments receive federal money through the Homeland Security Administration for emergency management equipment. To date, the city and county have received approximately \$600,000 for the following:

- Hazardous Materials Response Vehicle, \$300,000
- Emergency Command Bus, \$250,000
- Mass De-contamination Trailer, \$25,000

The city and county also work together to prepare an Emergency Management Plan and the two local governments jointly fund the position of Emergency Management Coordinator.

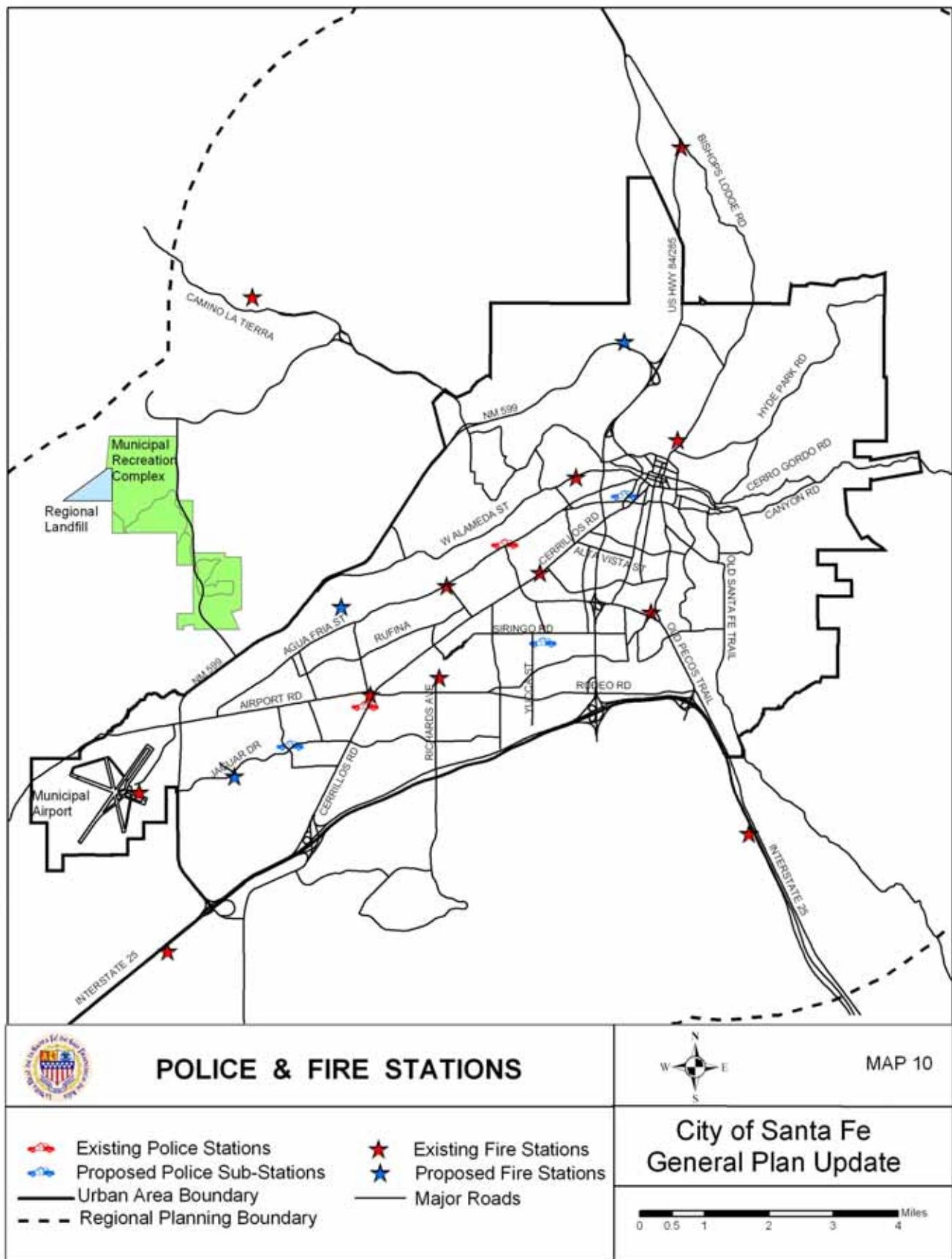
In Santa Fe, emergency preparedness includes wildfires. The city has provided a checklist for homeowners located in Santa Fe's east side where forested lands include residential development. The checklist defines "defensible space" as land within 30 feet of a home and recommends keeping brush thinned and trees free of branches within ten feet of the ground. The city's recent drought has renewed concern about the safety of homes located in the forested foothills. The city is also

working with the U.S. Forest Service on a watershed thinning program to reduce the vulnerability of the reservoirs to the damaging effects of wildfire debris.

### Goals & Policies

**QUALITY OF LIFE – Enhance the quality of life of the community and ensure the availability of community services for residents including security against crime and fire.**

- Policy 1:** Continue to provide high quality, effective and efficient safety services for city residents and backup support for the county fire and sheriff's departments.
- Policy 2:** Minimize the loss of life and property resulting from the hazards of fire, medical and rescue emergencies, hazardous materials incidents and disaster response and recovery within the urban area.
- Policy 3:** Provide adequate training to police and firefighters to combat both structural and wild land fires.
- Policy 4:** Maintain adequate Police and Fire/EMS staffing in order to guarantee a safer Santa Fe.



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# 11 - Community Services

## TOPICS

- Senior Citizens
- Children & Youth
- Children & Youth Facilities
- Human Services
- Public Libraries
- Public Library Website
- The Arts
- Goals & Policies

## BACKGROUND

The City of Santa Fe strives to be a compassionate city that provides opportunities for its citizens to improve their quality of life. The city is proud of its various community services provided to young and old alike and believes that the services provided are vital in creating a healthy community. The quality of life of our citizens depends on meeting the need for quality health care, social services, family development, residential care services, personal support and crisis intervention. The city will see an increased need for in-home health care, homemaker, elderly day programs and nursing as our proportion of elderly citizens increases in the future.

The city may also experience an increase in demand for assistance with basic necessities such as food, utilities, rent and clothing for lower income residents. In addition to these basic daily needs, a healthy community contains a strong public library system and vigorously supports the arts – especially in a city known for its arts community.

### Senior Citizens

The Division of Senior Services was established in 1977 with the mission to allow older adults to remain living in their own homes as comfortably and independently as possible. The division operates 11 senior center facilities throughout Santa Fe County. There are six centers located outside the city in Edgewood, Cerrillos, El Rancho, Santa Cruz, Chimayo and Rio En Medio. Five



senior centers are located in the City of Santa Fe and include Mary Esther Gonzales Center (1121 Alto Street), Pasatiempo Center (668 Alta Vista), Luisa Center (1510 Luisa Street), and Camino Consuelo Center (1200 Camino Consuelo) and a congregate facility at Ventana de Vida (1500 Pacheco Street).

Senior Services is funded through various grants from the federal, state, city and county governments. The division also provides service in the county through a joint powers agreement between city and county. The division currently includes a staff of 110 individuals. There are three primary sections in the division: Transportation, Nutrition and In-Home Support. In-Home Support service is the fastest growing part of the senior services program and provides respite/ daycare service.

The division operates 35 vans Monday-Friday as part of its door-to-door transportation service that prioritizes all medically-related trips but literally transports seniors anywhere locally. In 2003, 65,000 rides were provided qualifying senior citizens (60 years of age or older).

Over 10,000 senior citizens throughout the county receive some type of service. All 11 senior center facilities are also congregate meal sites that served 135,000 meals in 2003. Meanwhile, the division provided 130,000 meals to home-bound





seniors during 2003. The division estimates that 1,500 seniors receive either breakfast and/or lunch through the senior program each day. The “Meals on Wheels” program delivers 450 in-home meals daily.

The Senior Services Division provides the following programs: Senior Olympics, Activities Program, Retired Senior Volunteer, Foster Grandparent, Senior Companion, Preventive Health, Safe Kids/ Safe Seniors, Outreach Service and Respite Care.

Capital funding for a new south side senior center near the Genoveva Chavez Community Center on Rodeo Road is the next objective for the division. The primary purpose of the new center will be to provide In-Home support services and respite care services.

### Children & Youth

Santa Fe was the first city in the nation to actually legislate ongoing financial support for children and youth programs through the city’s Children and Youth Fund, established in 1989. The fund receives about \$1.0 million annually for various youth programs provided by independent non-profit organizations. The Children and Youth Commission oversees the granting of this money as well as conducting an annual “needs assessment”. It is guided in its decisions by the Children and Youth Strategic Plan.

The city’s Children and Youth Commission provides a leadership role in coordinating community resources to create a healthy environment for young people in Santa Fe. There are five funding categories for Children and Youth grants:

- Early Childhood Development, Child Care and Home Visiting and Infant Mental Health programs;
- Mental Health, Health Education and Life Skills Training;
- Recreation, in its broadest sense, including transportation;
- Youth Development and Training Opportunities;
- Supplemental Educational Programs for Students in the Santa Fe Public Schools.

The community programs that are funded through the Children and Youth Commission

combine to serve over 30,000 participants annually. Many individuals participate each year in more than one program.

The city has identified the need to create greater opportunities for infant care, south side programs for children, preschool programs in public schools, physical education programs for Spanish speaking students, as well as a need to make public schools available as community centers. Meeting these needs will contribute to the healthy development of young people in Santa Fe.

The Commission also advises the Mayor and City Council on matters concerning young people in Santa Fe. The Commission sets policy and oversees the Children and Youth Fund that provides annual grant funding for 35-40 programs that serve Santa Fe’s young people, from birth through age 21. At least half of the children who participate in the various programs must be from families with low-to-moderate incomes.

### Children & Youth Facilities

The city provides a building for La Comunidad (1121 Alto Street), a head-start program operated by Presbyterian Medical Service that can accommodate 77 children, ages 3-5, from income-eligible families. The city has also provided funding for Zona del Sol, a children and youth center, to be located in Tierra Contenta. The center will be shared by various non-profit organizations for the purpose of providing a variety of programs for youth living in Tierra Contenta. The Monica Roybal Center and the city’s teen center are also facilities that provide programs and activities for Santa Fe’s youth

### Human Services

The City Council created a human services fund in May 1992 that earmarks two percent of the state-shared gross receipts tax to fund a wide range of human service programs. A Human Services Committee was created to oversee the fund and recommend specific programs for the city. The programs, which are aimed at low-income residents, include: Women’s Health Services, St. Elizabeth Homeless Shelter, Southwest C.A.R.E. Center, Rape Crisis Center, Recovery of Addictions, Open Hands, Literacy Volunteers, Life Link, La Familia Medical Center, Food Depot, Esperanza

Shelter, Catholic Charities and Ayudantes for substance abuse treatment.

Other special projects include:

- **CARE Connection** - The CARE Connection is an evolution of the Crisis Response Project to work more effectively with substance abuse and mental health needs in our community. Future plans for the CARE Connection includes a “sobering center” for persons who are either in a mental health crisis or who are publicly drunk and have not committed a crime but are a danger to themselves. The CARE Connection is the recipient of a \$1.4 million grant from SAMHSA to pay for the services to which clients are referred.
- **Juvenile Justice Board** – The Santa Fe Regional Juvenile Justice Board undertook an extensive analysis and planning effort and developed the Comprehensive Strategic Plan. This plan creates a continuum of juvenile delinquency services addressing prevention, early intervention and graduated sanctions. The planning was completed May 6, 2002 and documented in Pivot Point A Comprehensive Strategy for the Youth, Family and Community of Santa Fe. The Juvenile Justice Board represents a cross section of the community including private enterprise, the school district, youth, local and state governments, law enforcement, family & youth service providers and juvenile justice officials.

The city has established three major programs affecting the lives of youth in Santa Fe Public Schools and youth who have had contact with the juvenile justice system:

- Truancy Prevention
- The Day Reporting Program
- Intensive Community Monitoring

## Public Libraries

Santa Fe currently operates three library facilities with a staff of 34 full-time and 17 part-time employees. The three facilities include: the Main library located downtown on Washington Street; the La Farge branch library on Llano Street; and, the Library Bookstop at Villa Linda Mall. The Main Library houses over 50% of the entire collection. The La Farge Library was originally designed

primarily for children. However, it has received a great amount of adult use. The Library Bookstop is a storefront with current circulating books and a few reference materials. Library users can request any book to be transferred to any of the libraries for their convenience.

A new branch library is fully funded and scheduled to open in Tierra Contenta in July 2006. The first phase will include 25,000 square feet of what is eventually planned to be a 37,000 square foot facility. The library will be located at the northwest corner of Jaguar Drive and Country Club Drive. The city will be providing \$4.8 million while the State of New Mexico will be providing nearly \$1.3 million for the new branch.

## Public Library Website

The library website, [santafelibrary.org](http://santafelibrary.org), has an enhanced on-line catalog service that contains book reviews as well as 1<sup>st</sup> chapters and tables of contents of books. The service is one of the first of its kind available anywhere in the nation. It is estimated that 40% of Santa Fe Public Library catalog users access the catalog on-line.

Santa Fe’s public libraries accommodate approximately 300 classes from local schools during the year for tours, programs, instruction and research. The Interlibrary Loan System allows the Santa Fe public Libraries to share resources with other libraries in the city, around the state and across the country.

## The Arts

Santa Fe is known worldwide as a center for the arts. Whether it is the Santa Fe Opera or the many art museums, galleries, workshops or studios, the city has a great tradition as an artistic community. Santa Fe has more artists, arts organizations and museums per capita than any other city in the nation. In its own right, art is a large part of Santa Fe’s economy. According to research done in 2003-04 by the University of New Mexico’s Bureau of Business and Economic Research,

- In 2002, Santa Fe’s cultural industries and cultural tourism generated over \$1 billion in receipts and employed 12,567 workers—12.5 percent of total employment in Santa Fe County.



- Arts and cultural industries paid \$231.5 million in wages and salaries and an estimated \$81.6 million in self-employment earnings.
- Arts and cultural industries generate \$2 out of every \$5 that flow into the county.

The Santa Fe Arts Commission distributes funds for various arts programs through grants. The primary source of funding for the city's arts programs comes from an earmark of a 1% increment of Lodgers' Tax revenue. This source generates just over \$1.1 million annually for program operations as well as promotion of the arts through annual grants. The grant programs are:

- **Community Arts Promotion Program** – This program funds arts events presented by nonprofit arts organizations that play a role in promoting tourism and demonstrate high artistic standards.
- **Special and New Projects Program** – This program is for first-time applicants to the arts commission and funds arts events presented by nonprofit arts organizations that play a role in promoting tourism and demonstrate high artistic standards. Projects that are not annual or part of a seasonal series are also eligible through this program. Applications are limited to requests for \$10,000 or less.
- **Community Arts Development Program** – This program funds community-based organizations of high artistic quality that provide arts services for the local community. Education through the arts projects in elementary and secondary schools as well as other settings are also welcome provided they meet the eligibility requirements. Applications are limited to requests of \$8,000 or less.

Other major Arts Commission programs include:

- **1% for Public Art** – This program funds public art projects through an allocation of city capital improvement program bond revenue every two years; this means approximately \$180,000 for public art projects per two year cycle;

- **ArtWorks** – This program provides aesthetic education to the Santa Fe Public Schools by offering professional development to teachers and sending teaching artists into their class rooms. The teaching is focused on professional works of art presented by Santa Fe's premier arts institutions in the artistic disciplines of music, dance, theater, visual arts and poetry.

## Goals & Policies

**QUALITY OF LIFE** – *Enhance the quality of life of the community and ensure provision of community services for residents.*

### SENIOR CITIZENS

- Policy 1:** Provide facilities for the growing number of seniors.
- Policy 2:** Expand and/or renovate the Mary Esther Gonzales facility to provide a more functional facility to serve the growing number of seniors.
- Policy 3:** Secure capital funding for a new south side senior center near Chavez Center on Rodeo Road.

### CHILDREN and YOUTH

- Policy 4:** Participate in the development and implementation of community-wide programs for children and youth.
- Policy 5:** Provide programs for children and youth from birth through age twenty-one.
- Policy 6:** Provide grants in the areas of early childhood mental health, recreation and support programs for Santa Fe public school students.
- Policy 7:** Continue to work with other governmental agencies, schools, grant organizations, businesses, health care providers, and nonprofits to make resources available to all children and youth.



## HUMAN SERVICES

- Policy 8:** Ensure that any resident regardless of income, gender, religious affiliation, age, creed, race, sexual orientation, or handicap can receive Human Services.
- Policy 9:** Develop a crisis center to provide detoxification and assessment services for adults and youth experiencing mental health and substance abuse emergencies.
- Policy 10:** Participate in and promote healthy community initiatives that improve the health and mental health status of residents.

## PUBLIC LIBRARIES

- Policy 11:** Provide library services to all residents of the city, and improve library facilities as well as the delivery and accessibility of information.
- Policy 12:** Acquire land and secure funding for a new library facility on the south side of the city to meet existing and future needs.
- Policy 13:** Work with other agencies to develop a citywide information system that includes public computer and internet terminals in schools, recreation centers, senior centers, police substations, and other public facilities with the ability to connect with public library resources.

## THE ARTS

- Policy 14:** Increase access to the arts for all Santa Feans.
- Policy 15:** Provide support and services for Santa Fe's nonprofit arts organizations and individual artists.
- Policy 16:** Increase the amount and quality of arts in education in Santa Fe schools and through other means.
- Policy 17:** Continue to support cultural activities presented by nonprofit organizations with one percent lodgers tax and the general fund.
- Policy 18:** Continue to fund the Art in Public Places Program with the goal of beautifying the city by placing art in city buildings and parks and enhancing infrastructure.



## 12 - Education

### TOPICS

- Public School Enrollment
- School Facility Needs
- Student Drop-Out Prevention
- Goals & Policies

### BACKGROUND

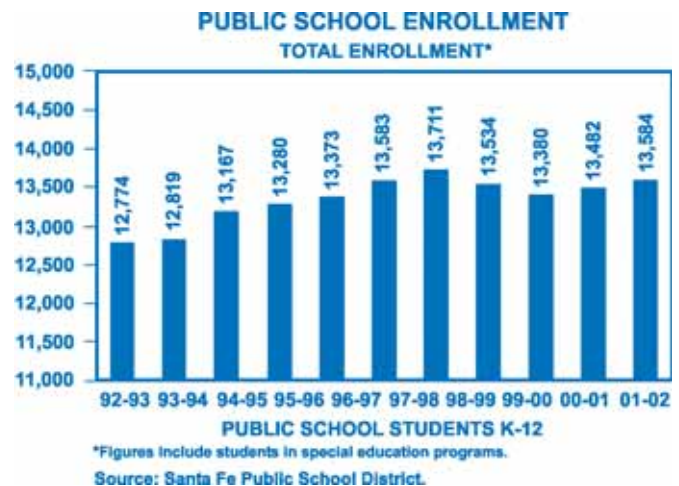
The City of Santa Fe contains all levels of educational institutions from private pre-schools to private and community colleges. The Santa Fe Public School System includes 13,600 students, 1,700 employees and 29 traditional school campuses (20 elementary schools, 4 mid/junior high schools, 3 charter schools and 2 senior high schools). Public and private secondary educational institutions in Santa Fe also include the New Mexico School for the Deaf, the Santa Fe Indian School, St. Michael's High School and Santa Fe Prep. A number of private primary educational institutions are located in the city.

Higher education in Santa Fe is represented primarily by three institutions: Santa Fe Community College (enrollment, 8,000 full and part-time) provides two year associate degrees as well as offering a wide array of adult education classes; The College of Santa Fe (enrollment, 750) also a private college that emphasizes the arts; and, St. John's College (enrollment, 500), a private liberal arts college.

### Public School Enrollment

During the past ten years, total student enrollment in the public schools has grown from 12,819 (1993-94) to 13,660 (2003-04), or less than 1% increase annually.

However, rapid growth in the number of students in the southwestern urban area of Santa Fe during the 1990s put stress on elementary school facilities in that part of the district. This led to the opening of Cesar Chavez elementary in Tierra Contenta in 1996 and then the opening of Ramirez Thomas elementary school on Rufina Street in 2003. Each school serves over 500 students.



According to the Santa Fe Public Schools "Facilities Master Plan Update" (ARC, Inc., 2003), student enrollment numbers may continue to rise at an annual average of 1% over a ten year period between 2003 and 2013. During this period elementary school students could increase by over 700, mid/junior high student enrollment by just 160 and high school enrollment may actually decline, due, in part to projected greater enrollments at private secondary schools.

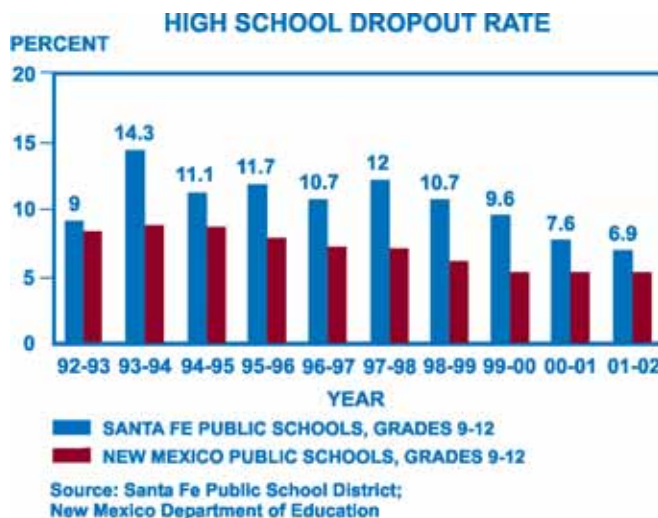
### School Facility Needs

The school district's facilities master plan suggests that another new elementary school may be needed, unless 6<sup>th</sup> grades are moved to mid/junior

high schools and elementary schools operate at just K-5 levels. Further, the study indicates that extra capacity exists at all mid/junior high schools and at both high schools and therefore no new schools at those levels are anticipated through 2013. Capital improvements either underway or programmed include:

- New elementary school – near Community College (\$10 million)
- Santa Fe High School – Rebuilding of entire campus (\$35 million)
- Alvord Elementary – major renovation (\$1.9 million)
- Acequia Madre Elementary – renovation and addition (\$1.5 million)
- Kearney Elementary – new gymnasium (\$1.3 million)
- Piñon Elementary – new gymnasium (\$1.2 million)
- Sweeney Elementary – new gymnasium and library (\$1.6 million)
- Tesuque Elementary – Reconstruction (\$5.0 million)
- Carlos Gilbert Elementary – major renovation (\$3.8 million)
- Larragoite Elementary - major renovation (\$3.4 million)

The school district is also considering artificial turf for football fields at De Vargas Middle School and at Santa Fe High's Ivan Head Stadium. This could cost an additional \$1.5 - \$2.0 million.



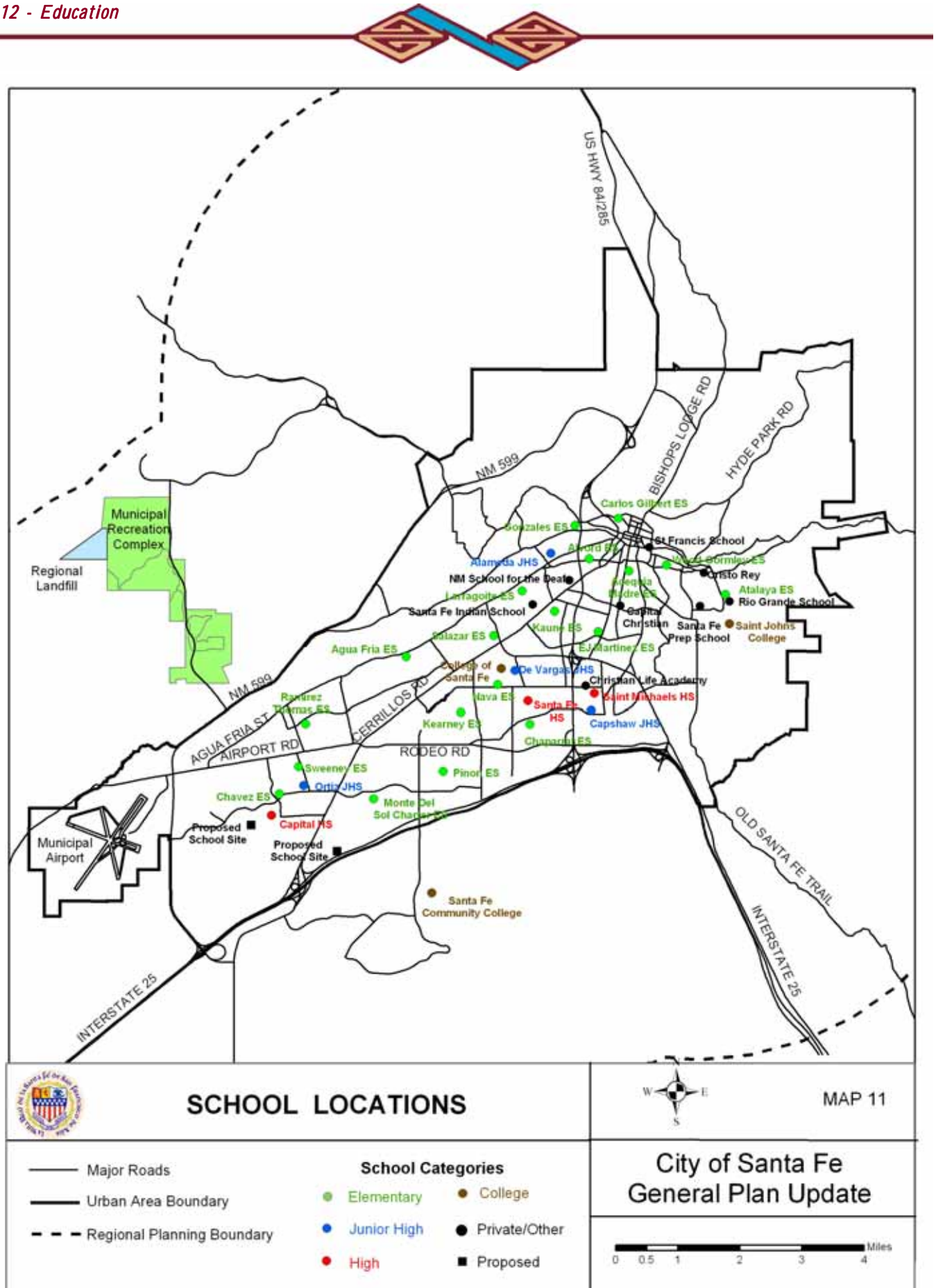
## Drop-Out Prevention

One important measurement of the health and success of the public schools is the “drop-out” rate – the number of students that start the school year in district schools, but leave for reasons other than moving out of the school district. The graph shows that the Santa Fe public Schools and the State of New Mexico have both been lowering high school drop-out rates over the past ten years. The Santa Fe Public Schools experienced a 14% drop-out rate in 1993-94, but that figure was cut in half by 2001-02.

## Goals & Policies

**QUALITY OF LIFE – Enhance the quality of life of the community and ensure the availability of community services for residents including quality public education.**

- Policy 1:** Participate with the Santa Fe School District to maintain and improve educational facilities and services.
- Policy 2:** Collaborate with the school district to provide educational facilities with sufficient permanent capacity to meet the needs of current and projected enrollment.
- Policy 3:** Work with the school district to coordinate joint use of school facilities for community use.
- Policy 4:** Collaborate with the school district to explore ways in which capital outlay funds can be used to accommodate both social and educational community needs.
- Policy 5:** Collaborate with the school district to assess the impact to existing school facilities from new development.
- Policy 6:** Collaborate with the school district to explore the implementation of developer impact fees as a means of ensuring sufficient educational facilities.
- Policy 7:** Establish a cooperative relationship between the city and school district to identify ways in which both entities can meet the expanding needs of community growth and quality education.





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## 13 - Capital Improvements, 2005-2010

### TOPICS

This chapter sets out the major capital improvement projects and estimated costs through 2010. The capital improvements are listed by major category.

- Financing Capital Improvements
- Capital Improvements Summary, 2005-2010
- Utilities
- Public Safety
- Public Works
- Parks & Recreation
- Community Facilities
- Goals & Policies

### BACKGROUND

The City of Santa Fe has many capital improvement challenges ahead in the coming years. The most important of these projects, and the most expensive, is the Rio Grande surface water diversion at Buckman. This \$100 million project accounts for nearly 30% of all capital improvement costs identified in this chapter. The water diversion project will allow the city to directly access and use its share of the San Juan/Chama project water - water that the city leased and has been paying for since the 1970s. The planned diversion project, improvements to the Canyon Road Water Treatment Plant (\$9 million) and other water system upgrades totaling \$156 million puts **water projects** firmly at the top of the city's "to do" list through 2010.

### Financing Capital Improvements

There are different sources of funds that the city uses to pay for capital improvement projects. The city is able to raise additional money based on annual gross receipts taxes by issuing gross receipts revenue bonds in two-year cycles. These



revenue bonds generate approximately \$18 million every two years, or an annual average of \$9 million.

Money from these gross receipts revenue bonds are used to fund capital improvements for new projects and facility maintenance including roads, parks, fire stations, police stations, physical plant improvements and community facilities (libraries, senior centers, etc.).

Water and wastewater capital improvements are often paid for by issuing bonds that are based on revenue the city obtains through water and sewer service charges that citizens pay. In prior years, gross receipts financing was used to fund utility projects as an alternative to rate increases. An additional increment of gross receipts tax might be reserved for water projects to assist in funding the Rio Grande diversion and other necessary water projects.





## CAPITAL IMPROVEMENTS SUMMARY 2005-2010

### CAPITAL IMPROVEMENT COSTS

	TOTAL COST	CITY COST
Water	\$156,500,000	\$119,500,000
Wastewater	28,000,000	28,000,000
Solid Waste	5,000,000	5,000,000
<b>UTILITIES TOTAL</b>	<b>\$189,500,000</b>	<b>\$152,500,000</b>
Police	\$1,200,000	\$1,200,000
Fire/EMS	10,250,000	10,250,000
<b>PUBLIC SAFETY TOTAL</b>	<b>\$11,450,000</b>	<b>\$11,450,000</b>
Streets	\$41,300,000	\$27,400,000
Transit	25,400,000	3,040,000
Parking	9,800,000	9,800,000
Airport	10,600,000	530,000
Drainage	1,500,000	1,500,000
<b>PUBLIC WORKS TOTAL</b>	<b>\$88,600,000</b>	<b>\$42,270,000</b>
Parks	\$5,450,000	\$5,450,000
Trails	2,310,000	2,310,000
Recreation	300,000	300,000
<b>PARKS &amp; RECREATION TOTAL</b>	<b>\$8,060,000</b>	<b>\$8,060,000</b>
<b>COMMUNITY FACILITIES TOTAL</b>	<b>\$52,900,000</b>	<b>\$43,250,000</b>
<b>C.I.P. TOTAL COST</b>	<b>\$350,510,000</b>	<b>\$257,530,000</b>

### CAPITAL IMPROVEMENT FUNDING SOURCES

<b>GROSS RECEIPTS REVENUE BONDS</b>	<b>\$117,000,000</b>
<b>ENTERPRISE FUND REVENUE BONDS</b>	<b>\$68,000,000</b>
<b>FEDERAL &amp; STATE GRANTS</b>	<b>\$50,500,000</b>
<b>IMPACT FEES</b>	<b>\$10,000,000</b>
<b>CASH FUNDS AVAILABLE</b>	<b><u>\$7,500,000</u></b>
<b>C.I.P. TOTAL FUNDING</b>	<b>\$253,000,000</b>

## CAPITAL IMPROVEMENTS BY PROJECT 2005-2010

### UTILITIES

	Total Cost	City Cost
Water – Rio Grande Diversion (Buckman)	\$100,000,000	\$65,000,000
Water – New Storage Tank (La Tierra)	6,000,000	4,000,000
Water – New Storage Tank (Tano)	2,000,000	2,000,000
Water – Water Rights Acquisitions	1,500,000	1,500,000
Water – Water Treatment Plant Upgrade	9,000,000	9,000,000
Water – Building/Equipment Upgrade	11,000,000	11,000,000
Water – Line Replacement	16,000,000	16,000,000
Water – New Lines	<u>11,000,000</u>	<u>11,000,000</u>
<b>Water sub-total</b>	<b>\$156,500,000</b>	<b>\$119,500,000</b>

Wastewater – Treatment Plant Upgrade		
- Sludge Thickening/Composting	\$19,000,000	\$19,000,000
- Final Clarifier Improvements	3,000,000	3,000,000
Wastewater – Line Replacement	3,000,000	3,000,000
Wastewater – Septage Receiving Station	500,000	500,000
Wastewater – New Lines		
- 10" Governor Miles Collector	1,000,000	1,000,000
- Tierra Contenta Effluent Line	<u>1,500,000</u>	<u>1,500,000</u>
<b>Wastewater sub-total</b>	<b>\$28,000,000</b>	<b>\$28,000,000</b>

Solid Waste – Automated Collection	\$2,200,000	\$2,200,000
Solid Waste – Equipment Replacement	<u>2,800,000</u>	<u>2,800,000</u>
<b>Solid Waste sub-total</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>

<b>UTILITIES TOTAL</b>	<b>\$189,500,000</b>	<b>\$152,500,000</b>
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### PUBLIC SAFETY

	Total Cost	City Cost
Police – Substation (Capital High)	\$300,000	\$300,000
Police – Substation (Santa Fe High)	300,000	300,000
Police – Substation (Railyard)	<u>600,000</u>	<u>600,000</u>
<b>Police sub-total</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>

Fire/EMS – Relocate Fire Station #8	\$2,100,000	\$2,100,000
Fire/EMS – Relocate Fire Station #3	3,000,000	3,000,000
Fire/EMS – New North side Station	3,400,000	3,400,000
Fire/EMS – Agua Fria Station upgrade	1,500,000	1,500,000
Fire/EMS – Fire Station #4 upgrade	<u>250,000</u>	<u>250,000</u>
<b>Fire/EMS sub-total</b>	<b>\$10,250,000</b>	<b>\$10,250,000</b>

<b>PUBLIC SAFETY TOTAL</b>	<b>\$11,450,000</b>	<b>\$11,450,000</b>
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<b>PUBLIC WORKS</b>	<b>Total Cost</b>	<b>City Cost</b>
Streets – Old Pecos Trail imp.	\$ 3,100,000	\$ 700,000
Streets – South Meadows (Rufina to Airport)	800,000	800,000
Streets – S. Meadows (Agua Fria to NM 599)	4,000,000	0
Streets – Siler Road River Crossing	5,000,000	5,000,000
Streets – Cerrillos Rd. (Phase II & III)	10,000,000	2,500,000
Streets – Camino Alire Bridge Rehab.	400,000	400,000
Streets – Governor Miles (east extension)	3,000,000	3,000,000
Streets – Traffic Calming	2,500,000	2,500,000
Streets – Resurfacing	8,600,000	8,600,000
Streets – Bridge Rehabilitation	1,400,000	1,400,000
Streets – Traffic Signals	2,000,000	2,000,000
Streets – Sidewalks	<u>500,000</u>	<u>500,000</u>
<b>Streets sub-total</b>	<b>\$ 41,300,000</b>	<b>\$ 27,400,000</b>
Transit – Rail Corridor Preservation	\$10,000,000	\$ 0
Transit – Railyard Enhancements	1,000,000	200,000
Transit – Downtown Transit Center	2,000,000	400,000
Transit – Fleet Replacement/Expansion	8,700,000	1,700,000
Transit – Downtown Transit Shuttle	1,250,000	250,000
Transit – Construct Park & Ride Lots	1,250,000	250,000
Transit – Expand Bus Stop Amenities	300,000	60,000
Transit – Replace Support Vehicles	400,000	70,000
Transit – Paratransit Vans Replace	300,000	60,000
Transit – Computer Dispatch hardware	<u>200,000</u>	<u>50,000</u>
<b>Transit sub-total</b>	<b>\$ 25,400,000</b>	<b>\$ 3,040,000</b>
Parking – Downtown Parking Structure	\$ 9,800,000	\$ 9,800,000
Airport – Rebuild/Resurface runways	\$ 4,300,000	\$ 215,000
Airport – Install/Reseal taxiways & lights	1,300,000	65,000
Airport – Airport master plan projects	5,000,000	250,000
Drainage – Various Locations	\$ 1,500,000	\$ 1,500,000
<b>PUBLIC WORKS TOTAL</b>	<b>\$ 88,600,000</b>	<b>\$ 42,270,000</b>

**PARKS & RECREATION**

	<b>Total Cost</b>	<b>City Cost</b>
Parks – Plaza Improvements	\$ 500,000	\$ 500,000
Parks – Amelia White Par (renovation)	440,000	440,000
Parks – Calle Lorca Park (new)	1,000,000	1,000,000
Parks – Don Diego Entrada (new)	150,000	150,000
Parks – Gregory Lopez Park improvements	100,000	100,000
Parks – Las Acequias Park II	150,000	150,000
Parks – La Cieneguita Park	200,000	200,000
Parks – Alto/Bicentennial Park imp.	1,350,000	1,350,000
Parks – Tierra Contenta Park (construct)	200,000	200,000
Parks – Tierra Real Park (acquire/construct)	200,000	200,000
Parks – Las Estancias Park (construct)	135,000	135,000
Parks – Via Caballero Park (construct)	375,000	375,000
Parks – Ragle Park improvements	350,000	350,000
Parks – Railyard Park (design & construct)	300,000	300,000
Recreation – Tennis Courts renovation	<u>300,000</u>	<u>300,000</u>
<b>Parks sub-total</b>	<b>\$ 5,750,000</b>	<b>\$ 5,750,000</b>

Trails – Acequia Madre Trail	\$ 240,000	\$ 240,000
Trails – Arroyo Chamisos Trail (2 sections)	50,000	50,000
Trails – Arroyo Tenorio/Museum Trail	20,000	20,000
Trails – Atalaya Trail (3 sections)	50,000	50,000
Trails – Rail Trail (2 sections)	1,400,000	1,400,000
Trails – Santa Fe River Trail (3 sections)	200,000	200,000
Trails – Sun/Moon Mtn. (Connection Trail)	50,000	50,000
Trails – Veterans' Memorial Highway	<u>300,000</u>	<u>300,000</u>
<b>Trails sub-total</b>	<b>\$ 2,310,000</b>	<b>\$ 2,310,000</b>

<b>PARKS &amp; RECREATION TOTAL</b>	<b>\$8,060,000</b>	<b>\$8,060,000</b>
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**COMMUNITY FACILITIES**

	<b>Total Cost</b>	<b>City Cost</b>
Convention/Conference Center	\$ 35,000,000	\$ 30,000,000
Southside Library	8,400,000	5,000,000
Southside Senior Center	2,500,000	2,250,000
Southside Teen Center	<u>7,000,000</u>	<u>6,000,000</u>

<b>COMMUNITY FACILITIES TOTAL</b>	<b>\$ 52,900,000</b>	<b>\$ 43,250,000</b>
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**Goals & Policies**

**IMPLEMENTATION** – *Ensure consistency between the General Plan, implementing ordinances and the Capital Improvements Program and bonding capacity.*

**Policy 1:** Maximize the efficient use of existing public infrastructure.

**Policy 2:** Develop a 5-7 year capital improvement program, using reasonable revenue projections, that implements the Urban Area staging plan and from which projects are selected to be constructed for the issuance of 2-year CIP bonds.